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To achieve an MBA with a specialism, you will need to select four optional modules

You can achieve a PGCert Business Administration in the following named specialist areas:

Accountancy

Entrepreneurship and Innovation

Finance

Health

Law

Leadership

1.7

The maximum number of modules you can register for at a time is six 15-credit modules or four 15-credit modules and the 30-credit project.

Over a 20-week

You are strongly advised to take only one module in your first study session and one module in your second session.

1.10

Credit for the stand-alone individual modules will be considered provided that the application for a related qualification is made within three years of the completion of the relevant modules. Neither progression nor credit is automatic.

1.11

The pass mark for an individual module taken on a standalone basis is 50%.

1.12

The maximum number of attempts permitted for any stand-alone individual module is two.

2 Registration

Effective date of registration

2.1

Your effective date of registration will be either:

- 1 January, if you first register before the December registration deadline,
- 1 April, if you first register before the March registration deadline,
- 1 July, if you first register before the June registration deadline,
- 1 October, if you first register before the September registration deadline.

Date of first examinations

2.2

If your effective date of registration is:

- 1 January, you will take your first examination(s) in June of the same year unless you defer

Marginal compensation for an assessment element

4.2

We will allow marginal compensation for an assessment element within modules, with the exception of the Strategic Project, if both:

the mark awarded for the assessment element is no more than 5% below the pass mark i.e. 45%-49% *and*

the mark for the other assessment element is sufficient to produce an overall combined weighted pass mark for the module.

Taking assessments

Refer to the rules on assessment and assessment offences in the [General Regulations](#).

4.3

When you register for a module, you must take the assessments at the first available opportunity.

4.4

Written examinations take place in June, August/September, December and February/March in the two weeks subsequent to the 20-week study sessions, with retakes at the next permissible session.

4.5

For the Strategic Project, if you submit a Research Proposal which is otherwise adequate but requires minor amendment, the examiners may require you to make any amendments necessary and to resubmit the Research Proposal within a prescribed period as specified by the examiners. This would still be considered part of the same attempt. If the Research Proposal is failed completely, you will be required to submit a re-written Research Proposal in a subsequent study session. This would be considered your second and final attempt at the element.

Deferring an assessment

The deadline(s) and process for deferring a written examination are given in the Virtual Learning

4.9

We will not allow you to defer taking a coursework element or project element of assessment. If you miss a deadline for submission of coursework or a project, you will be given a mark of zero for the assessment item and it will count as an attempt

Resitting an element of assessment

If you resit one or both elements of assessment for a module, you will have to pay a module continuation fee when you register for the module to resit the assessment. You do not have to take the assessment at the next available session; you have five years to complete your studies.

4.16

You may resit any element of assessment that you have failed provided that you have not exceeded the maximum number of attempts.

4.17

You will fail the element of assessment if the mark for the element is below 50% (subject to the application of the rules for marginal compensation, where permitted).

4.18

If you fail a module overall at the first attempt and achieve a mark for one or both elements in the compensatable range (45%-49%), and in your subsequent attempt to redeem the failure, achieve a further mark in the compensatable range, the highest mark obtained will be used if the rules for marginal compensation can be applied (see regulation 4.2).

4.19

You may not resit an element of assessment that you have passed.

5 Scheme of award

5.2

Each module is worth 15 credits and the Strategic Project is worth 30 credits. To calculate the final grade for the award, the marks for the modules are weighted according to credit value.

5.3

For the MBA, PGDip and PGCert, to be granted the award with Distinction, the average mark for modules must be 70% or above.

5.4

For the MBA, PGDip and PGCert, to be granted the award with Merit, the average mark for modules must be between 60% and 69.99%.

Weighting of the assessments

5.5

The overall mark for core and optional modules (with the exception of the *Successful Leadership* module) is calculated by weighting the marks achieved for the coursework element and the timed written examination element in a ratio of 50:50.

5.6

The overall mark for the *Successful Leadership* module is calculated by weighting the marks achieved for the coursework element and the portfolio in a ratio of 30:70.

5.7

The overall mark for the Strategic Project is calculated by weighting the marks achieved for the coursework element and the project report element in a ratio of 30:70.

Date of award

5.8

The date of award will correspond to the year that the requirements for the award are satisfied.

Award requirements

5.

Exit qualifications

5.12

Students may not normally request a lower intermediate qualification if stu5(f) 7.31 736.3 Tm0 g0s(f)ngionia hiri

Appendix A Syllabuses

Topics covered in each module may be revised to ensure currency and relevance. Students will be advised of any changes in advance of their study.

Core Modules

Accounting and Finance [BAM010]

Accounting and finance is of critical importance in the support of all business activities. This module introduces a toolkit that enables a better understanding of the performance of businesses, and the decisions and problems they face. These issues are discussed daily by managers and the media. No prior knowledge of accounting is assumed: students learn how financial information is prepared and communicated and how it is used as an effective tool for decision making and control. This information includes areas of financial and management accounting and the main principles of finance. The module adopts a global perspective and encompasses the regulatory framework adopted by the International Accounting Standards Board (IASB).

The module provides students who lack an academic background in or practical experience of accounting and finance with a basic understanding of accounting and finance. The module assumes no prior knowledge of accounting and/or finance, starting at square one and taking a step-by-step approach through the concepts and application of techniques, with clear explanations and real-case examples. Upon completion of this module, students will have a holistic perspective on the importance of financial and management accounting, recording of financial transactions, preparation and interpretation of financial statements, effective management decision making tools, costing and performance evaluation in a competitive environment, making capital investment decisions, financing a business and managing its working capital.

Assessment: one two-hour written examination (50%) and coursework (50%).

Economics for Managers [BAM020]

The rationale of this module is to introduce students without economic background to basic concepts and models in Economics. The module aims to simplify complex economic concepts to enable the students to implement them in a business framework. Students seeking to proceed to an interdisciplinary working environment need to develop an understanding of these concepts and this module meets these needs.

The module is concerned with the application of economic principles and techniques to key management decisions within firms. Because economics underpins much of what is taught in finance, marketing, business strategy and many other modules in the programme, the primary objective of the module is to equip students with a good understanding of how fundamental economic theory can be applied to decision-making within a firm, as well as a better understanding of the external business environment in which a firm operates. It also allows students to understand contemporary economics events that shape the world economy.

In particular, the module assists students in understanding such basic principles as, market supply and demand, production and cost functions, industry structure, product and resource pricing, national accounting, money demand and supply. The idea is to navigate the students into a s them to formulate strategic decisions to maximise value. Moreover, to understand the economic environment in which modern firms operate.

Assessment: one two-hour written examination (50%) and coursework (50%).

Successful Leadership [BAM060]

This module prepares students for strategic leadership and transformational roles in organisations. The role of a manager requires organising, controlling, planning and motivating others to perform the work of the organisation. The module contributes to the programme as it examines a variety of literature (including: articles, cases, novels, illustrations, and discussion) to develop student appreciation of the breadth of leadership. In preparing students for strategic leadership, this module helps students identify and analyse their personal leadership styles and critically evaluate these, and is designed to help students develop and hone their personal leadership philosophies.

This module explores leadership as a relational and global phenomenon and describes, contrasts, and explains a variety of leadership theories. The module also explores the relevance and significance of current ideas concerning leadership and how they fit with organisations alongside contemporary expectations of people in organisations. Theoretical approaches are supplemented by empirical evidence on leadership, leadership in practice and the links between these and organisational performance. The module also explores applications in real-world contexts based on case studies.

This module introduces students to key theories of and ideas about leadership and explores their practical application in different organisational contexts. Through a personal engagement in reflection, students will link theory to real-world engagements with global leadership concepts and concerns. Working through issues of cross-cultural communication and ethical decision-making, students will tackle common issues with which global leaders are confronted on a regular basis and work through their pitfalls and possibilities.

Assessment: A portfolio (70%) and coursework (30%).

Optional Modules -

Advanced Management Accounting [BAM205]

(You are advised to have commenced study of Accounting for Managers before commencing study of this module).

This module

Assessment: one two-hour written examination (50%) and coursework (50%).

Optional Modules - Entrepreneurship and Innovation

Entrepreneurial Finance and Private Equity [BAM300]

Entrepreneurial success requires the ability to both obtain finance and to manage it appropriately. Awareness of the characteristics of the various sources of funding is crucial to entrepreneurs seeking investment. Potential investors will want to be presented with a range of clear and detailed company financial information on which to base their investment decisions. Principal sources of funding may be oriented around developed countries but investors invest globally. The ability to critically analyse this information is also essential for entrepreneurs to identify and overcome risks and challenges that may face a company during its growth.

Students learn the importance of financial information to entrepreneurial firms. They build an understanding of how a

evaluate healthcare systems and make meaningful comparisons between different delivery approaches.

Assessment: one two-hour written examination (50%) and coursework (50%).

Innovation and Quality Improvement [BAM705]

(You are advised to have commenced study of the Accounting and Finance module before commencing study of this module).

This module helps to introduce the way in which healthcare Quality Improvement (QI) methods can

This module seeks to equip students with the knowledge, skills and understanding to apply the

relevant committees up to the Walker Report, 2009. Finally, the last part of the module deals with several scenarios in which the adoption of unethical corporate governance approaches led to the infringement of fundamental rights and produced adverse effects in the corporate world and broader

international investment agreements to maximise the development impact of foreign direct investment and aid effectiveness.

The module is particularly attractive to students interested in career paths in international financial institutions, development organisations, consulting firms, government bodies, law firms, commercial banks and NGOs concerned with development finance. It provides students with the intellectual tools to analyse contemporary legal issues on financing development both from a theoretical and practical perspective. It considers transactional and regulatory dimensions of international capital transfers from a development perspective.

Assessment: one two

Leadership, Transformation and Organisational Change [BAM610]

The module presents three distinct but strongly interrelated topics. Leadership is an important concept that has dominated organisational research for decades and it relates to many different organisational levels. This module focuses on leaders and leadership at the apex of the organisation. Therefore, special attention is given to Top Management Teams, CEOs and Boards of Directors. Leadership actions can transform organisations in terms of their overall strategy and consequently the way that they are structured, organised and perform. Organisations facing either external pressures or internal condition are changing, developed and very often transformed through their life cycle. Through this module, students are supported towards a career in business and management so that they may apply knowledge and understanding of business and management to complex, dynamic issues and situations that will come up in their working environments. Applicability of knowledge is demonstrated through several case studies provided.

The module provides students with a deep understanding of the crucial contribution of strategic leadership to organisational change and transformation. Drawing on a range of theoretical perspectives across the social sciences, this module explores contrasting ways of conceptualising

Assessment: one two-hour written examination (50%) and coursework (50%).

Negotiation and Conflict Management [BAM615]

Negotiation and conflict management are the cornerstones of leadership. In order for a manager to lead and administer any organisation effectively, they must be able to negotiate with both internal and external constituents in a way and manner that can be utilised cross-culturally. Similarly, managers must be able to identify different types of conflict, and manage and harness conflict to make it beneficial to organisational and personal growth of key constituents. Further, managers must be able to identify those conflicts that require the use of dispute resolution and the different types of dispute resolution methodologies that are available. So, the module applies practical skills, complemented with substantive knowledge to round out the skill sets of the participants to make them highly effective leaders and managers

Students learn highly practical skills that have been developed and utilised for use in negotiation and conflict management in the public and private sectors. Skills taught to, and used by, employees of government agencies, judges, prosecutors, Fortune 100 companies, investment funds, hedge funds, through to small businesses, lawyers and others throughout the public and private sectors.

Assessment: one two-hour written examination (50%) and coursework (50%).

Strategic Project

Strategic Project (general and all specialisms)

This module is a capstone project involving the development of business research skills and their application to real world business related problems. Core to the p3(s.)6()-4(C)5(ore)8(t)-41 g1 G[()] TJETW* n

Students studying towards the general project or one of its specialisms will all study the same research topics together in the Strategic Project VLE module. However, students should ensure they select the correct module code when registering for the Strategic Project so that their research proposal and final project report can be considered in the relevant context and their final award can be classified correctly:

- Strategic Project [BAM900] (general)
- Strategic Project in Accountancy [BAM905]
- Strategic Project in Entrepreneurship and Innovation [BAM910]
- Strategic Project in Finance [BAM915]
- Strategic Project in Health [BAM930]
- Strategic Project in Law [BAM920]
- Strategic Project in Leadership [BAM925]

Assessment: one 2,000-word research proposal (30%) and one 8,000-word project report (70%).

an ability to analyse data critically;

clear evidence of planning and appropriate choice of sources and methodology with correct referencing.

Pass (50 to 59.99%)

An answer falling into the mark range 50 to 59.99% demonstrates:

a reasonable understanding of the major factual and/or theoretical issues involved;

evidence of some knowledge of the literature with correct referencing;

examples of a clear train of thought or argument;

an ability to plan, organise and independently execute a research project, coursework

assignment or examination

Fail (0 to 19.99%)

Fails to meet the minimum requirements of the assessment criteria. An answer falling into the mark range 0 to 19.99% demonstrates:

little or no knowledge or understanding;

little or no knowledge of the relevant literature;

no demonstrable ability to plan, organise and execute a research project, coursework assignment or examination question;

no evidence of critical thought or data analysis;

short answers and incoherent argument;

major errors in referencing.