

## Nottingham Trent University Course Specification

### Basic Course Information

1.	Awarding Institution:	Nottingham Trent University
2.	School/Campus:	Nottingham Business School / Online
3.	Final Award, Course Title and Modes of Study:	Master of Business Administration (MBA) [Online] MBA (Data Analytics) [Online]
4.	Normal Duration:	1.5 – 3 Years
5.	UCAS Code:	N/A

### 6. Overview and general educational aims of the course

The Nottingham Business School (NBS) Online Master in Business Administration (OMBA) degree is the most internationally recognised post-graduate management degree and is seen as a passport to a successful management career. The programme will provide you with a generalist multidisciplinary qualification to enable you to either move from a functionalist position to a more senior, strategic generalist position in the organisation, or if you are a senior manager, it will enable you to study the core disciplines that are required for a more senior career in business administration and to develop your strategic perspective on a range of subjects. The programme will enhance your management knowledge, your leadership capabilities, your global perspective and your professional career.

As the global environment becomes more volatile, the demand for experienced and educated managers is increasing. The complexity of the external environment and the complex, often disaggregated organisations require more conceptually astute, well informed and educated managers to deal with the unpredictable globally interconnected world of business and management. At the senior level, employers are seeking managers with MBAs who have been able to enhance their prior knowledge and experience in business. By registering for an MBA Programme you will be joining these elite managers in the employment market. An additional advantage is that, during this period of global economic crisis and uncertainty, the MBA is a portable, internationally recognised management qualification with transferable skills enabling you to move from one job to another, should the situation arise.

Nottingham Business School's online MBA has been designed to prepare you to handle a wide range of challenges inherent in managing organisations, so that you are able to see the interconnectedness of your actions. You will have acquired the knowledge needed by senior managers at the strategic management level to enable you to help your organisations develop and achieve their strategic objectives. The NBS OMBA has its three core principles at its heart:

1. Principles of **responsible and sustainable management** are embedded within the ethos of the School and its MBA, and the programme will develop the insights, capacities and skills to create and maintain responsible and sustainable business practices, and in particular we will develop your ability to create sustainable mind-sets, promote responsible leadership, influence organisational culture and influence organisational habits and discourses.
2. The learning style and opportunities are characterised by **experiential learning**, manifesting in a consultancy project and a pedagogy designed to increase opportunities for experiential elements in each module, including simulations, virtual guest lecturers, company visits, live projects and other interventions.
3. Your experience will be characterised by **personalisation**, achieved through opportunities to personalise your curriculum through the offering of specialist routes of study, and personalised support through the delivery of a *Professional*

*and Leadership Development* module which will include opportunities for academic and industrial mentoring, careers support and individual personal and professional development based around your own situation and needs.

The NBS OMBA is distinctive in its focus on the application of management knowledge. The application of theory to practice runs throughout the course and the knowledge and skills you will gain from the comprehensive design of the programme, will enable you to apply your knowledge to live and simulated business problems whilst you are on the course. This is a particularly distinctive feature of the NBS OMBA. In addition to adopting a case-based approach to many of the modules you will study, you will also have an opportunity to undertake a team consultancy project as part of a residential week and embedded within a change management module, working with a company on a real problem they have identified for you to solve. If you are unable to travel to a residential programme, the module can be undertaken remotely using an online business simulation package. Modules may also use 'live' projects in their assessment. The application of your knowledge on live and simulated projects and analysis of cases provides you with analytical and multi-perspective frameworks to enable you to recognise, identify and evaluate management issues which critically impact on organisational performance.

An MBA quintessentially takes a strategic, holistic view of the organisation and its future direction. You will be acquiring new knowledge and constantly relating this learning to your past experiences in a more formal setting where you will be explicitly asked to critically reflect on your organisation or a managerial problem you had experienced before you joined the course in the light of new knowledge encountered. You will also be sharing your experiences via engagement in online discussion forums with peers who will come from culturally different business environments and interpret knowledge in different ways. The cross-cultural diverse environment will be challenging and you will develop a global mind-set in an accelerated learning environment, whilst at the same time increasing your international networks.

An MBA is distinctive because it is not only a post-graduate but also a post-experience degree. The NBS OMBA has a *Professional and Leadership Development* programme running throughout the course. The aim of the module is to develop professional and strategic transferable skills which you can deploy in the workplace. You will build a portfolio of evidence of the PLD activity you have undertaken, as an additional piece of evidence.

7. **Course outcomes**

Course outcomes describe what you should know and be able to do by the end of your course if you take advantage of the opportunities for learning that we provide.

**Knowledge and understanding**

By the end of the course you should be able to:

1. Articulate a critical understanding of the contemporary issues, theories and conceptual frameworks used to explain and guide management and leadership activities in organisations.
2. Demonstrate a critical understanding of a range of strategic models that can be utilised to explore and guide effective and responsible action in dynamic organisational environments.
3. Integrate and synthesise new knowledge with previous learning and experience and apply this in the context of complex organisational settings.

**MBA**

4. Critically appraise the range of tools and techniques required to transform the culture and capabilities of organisations to meet the challenges of a turbulent and dynamic business environment.

**MBA (Data Analytics)**

4. Critically appraise data-analysis and data-mining tools and techniques, with the aim of deriving business value from data arising from disparate sources and having a wide range of formats, types and volumes.

5. Apply knowledge, tools and techniques to resolve issues in new and diverse situations within the business and management discipline.
6. Evaluate the rigour and validity of published research and assess its relevance to the practice of management and leadership.
7. Demonstrate the ability to make recommendations for organisational practice based on theoretical insights, through a process of experiential or applied learning.
8. Demonstrate an aptitude for independent critical thought and rational inquiry.
9. Demonstrate creativity and intellectual curiosity in both the application and synthesis of knowledge.
10. Demonstrate proficiency in the use of techniques of research and enquiry to draw conclusions from a critical evaluation of relevant issues.
11. Demonstrate an appreciation of the wider social, environmental and economic sustainability issues and their interrelationships which may be impacted by or have an impact on organisational activities.
12. Understand the environmental, social, governance and ethical problems that may occur in the business and management discipline and apply appropriate frameworks or professional codes to resolve such problems.
13. Critically self-reflect, and demonstrate an international awareness and openness to the world, based on an appreciation of social and cultural diversity.
14. Develop a critical understanding of the role of business and management in the global context.
15. Demonstrate a critical understanding of the relationships between business activities and disciplines in the wider organisational context.

**Skills, qualities and attributes**

By the end of the course you should be able to:

16. Analyse a variety of relevant data used in diverse contexts to support effective decision making in the business and management discipline.
17. Communicate key issues and arguments in written and oral format to a professional standard.
18. Effectively use information and communication technologies relevant to the business and management discipline.
19. Work collaboratively in internationally diverse teams.
20. Make decisions and exercise judgement in organisational settings when faced with a range of alternative courses of action.
21. Take personal responsibility for continuing professional development and develop the capacity to be an effective and reflective practitioner.

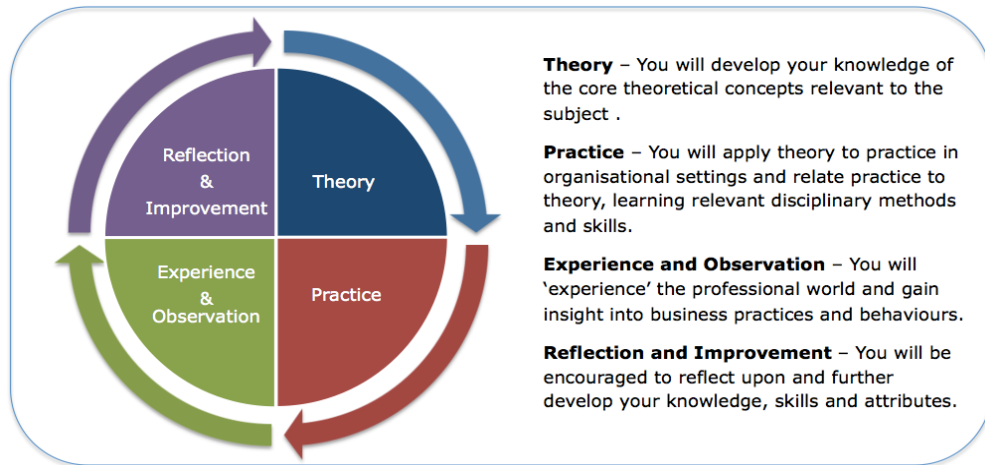
**8. Teaching and learning methods**

One of the main aims of the OMBA programme is to develop graduates to progress their individual development and their careers. The strategic, comprehensive approach to learning and teaching supports this fully. MBA programmes are intensive learning environments. You will have approximately 500 hours learning time in a dynamic online teaching and learning environment, with opportunities for face-to-face contact at a residential event. Your MBA peer group will be drawn from diverse backgrounds and experiences contributing to a highly international and interactive learning environment.

NBS adopts a distinctive approach to the design of student learning opportunities. As shown below, student learning is structured around theory, practice, experience and observation, and reflection and improvement. At each level (course, module and unit), you will study different theories, concepts and approaches and be given opportunities to apply these in a range of practical settings. The aim is to enhance understanding through the direct application to business, where you will have opportunities to reflect upon and share your experience of business practices and behaviours (including your own) and analyse these using and applying theoretical knowledge. It is our intention that by reflecting on these experiences, you will be able to use these theories to guide your actions and decisions in a business context or consider how a theory itself might be improved to better fit the business context. In this way we aim to enhance the quality of student learning. Each module leader is required to

demonstrate how each of these domains for learning are reflected at both module and unit level in the module handbook.

### *NBS Dimensions of Student Learning*



The NBS OMBA teaching team are committed to innovative teaching and learning, ensuring that the curriculum is relevant to the issues and concerns of all types of organisations. The OMBA teaching team use a wide range of teaching and learning methods to deliver and support you to achieve the intended learning outcomes. These include rich multimedia content, online exercises, case analysis, online facilitated discussion forums and wikis, and experiential / action learning through simulations or in-company live business consultancies and projects.

The modules have been designed to be progressive, moving from a broad multidisciplinary foundational base in all subject areas relevant to business administration on the core programme, to the specialist modules where the learning is strategic in focus or goes deeper into the subject area, building on the foundational subjects at the core. You will be encouraged to be intellectually inquisitive and to undertake independent study expected at a post-graduate level. You will have access to a range of materials such as eBooks, journals, electronic databases and internet links to useful sources of research either to search for information yourselves or to study from the reading lists provided with each module. You will be required to complete an extended piece of individual research work for the last stage of the programme.

## 9. **Assessment methods**

An important part of the MBA learning process is the formal assessment. One of the functions of assessment is a measurement of your progression but other attendant skills are developed during the process. The skills required to succeed in assessment are also skills you will require in the workplace such as conceptualisation, analysis, evidence-based argument, effective communication, information-processing, working within a pre-set boundary of time.

The Course will employ a number of mechanisms to ensure that the assessment regime is applied with sufficient and appropriate rigour and in line with University regulations and stated learning outcomes. Boards of Examiners, chaired by senior members of faculty, have overall responsibility for assessment at course level. In addition, in common with the UK Higher Education system as a whole; external examiners are appointed on behalf of the University to ensure that the assessment processes and procedures are rigorous and fair.

Modules may be assessed in a number of ways, including by written assignments that can take the form of essays, reports or case study analysis, or presentations

submitted by video or narrated PowerPoint, for example. Modules might also use more visual methods of presenting information, for example through posters or infographics. Written assignments place more responsibility on you to manage your study time. They require you to read more widely, investigate underlying issues, develop critical thinking and in the process of writing your assignments you will develop your writing skills so that you can produce well-structured, analysed, lucid, clear arguments supported by authoritative sources. These will enable you to draw substantive conclusions and make considered recommendations. Extending your conceptual knowledge and skills are important in underpinning good judgement and decision-making, which are the essence of good management.

Each module will typically have 30% of assessment based on collaboration in the form of discussion, that is student postings and collaborations directly connected to the online discussion of ideas, topics, cases, and similar. This will enable you to engage online in an international community of learning practice and develop your cross-cultural collaborative and team-working skills, and to share practical experiences that enable you to link theory to practice by drawing upon your experiences and those of your fellow students.

Assessment will be structured in such a way that by the time you progress to the Business Research Project you will have developed the necessary study and project management skills and possess self-motivation and confidence to undertake an independent piece of research, culminating in an extended research paper of 12,000 words.

The Professional and Leadership Development (PLD) workshops which run throughout the course will require you to build a portfolio of evidence, assist in the writing of a final reflexive assignment on your learning and professional development.

In summary, the online MBA assessment has been designed to:

1. assess the quality of your knowledge, understanding and skills
2. certify levels of achievement and standard of performance
3. contribute to quality assurance
4. provide you with an opportunity to review, demonstrate and consolidate
5. assess what you have learned on the course of study
6. give you accurate feedback on your strengths and weaknesses
7. enable examiners to certify that you have achieved an adequate level of performance and that you are qualified for the award of degree
8. monitor whether objectives and standards of the course have been achieved
9. ensure that assessment practices are:
  - fair, i.e. they consist of requirements that are reasonable and processes that are conducted in an equitable manner and
  - valid, i.e. they employ instruments that are appropriate for indicating whether learning objectives have been fulfilled;
  - reliable, i.e. they deliver judgements that are accurate and have been subject to appropriate forms of confirmation.

## 10. **Course structure and curriculum**

At the start of the course, a week-long University induction will be offered (see section 12 below). This will be followed by a week-long introduction to the course (MBA Course Level Induction) and the Professional and Leadership Development (PLD) module (Unit 1). This module will run alongside the core curriculum for the duration of your study. However, it will be launched in week two, whereby you will be introduced to a range of diagnostic tools, which you can use to critically self-reflect on your leadership competencies. You will be introduced to key concepts in reflective practice and personal development planning. The week (Unit 1) will conclude with the creation of your own targeted personal development plan (PDP). An academic and alumni mentoring scheme, in addition to a series of personalisation/ CPD activities will run in

parallel to your core curriculum throughout your studies as part of PLD. You will be expected to engage with a number of personalised CPD hours each year, in order to progress your personal development plan.

The OMBA programme provides a comprehensive foundation across the required breadth of management subjects for a degree in business administration at Masters level. The core consists of two connected ten-credit capstone modules and five focused ten-credit modules. The core is designed to give you an understanding of the philosophical underpinnings of the NBS MBA in the context of the creation of sustainable and responsible futures. The five focused modules will give you the skills that you need to fully understand the organisational environment and the functional areas of organisations. These underpinning skills are standard across the majority of MBA programmes due to the significance placed upon them by accrediting bodies' criteria.

The inclusion of the **Responsible Leadership** and **The Values-Led Organisation** modules emphasises the strategic importance placed on this area by the School, and their focus in the context of the overall programme. The aim of the modules is to allow you to develop the insights, capacities and skills to create and maintain responsible and sustainable business practices through the creation of sustainable mind-sets, the promotion of responsible leadership, and the development of students' abilities to influence organisational culture, habits and discourses. In doing so, you will encompass the first element of a recurring thread throughout the programme in strategic management, as well as developing an appreciation of the value chain and how issues of responsible leadership cut across traditional organisational 'silos'. These modules must be taken as the first two modules as they represent the underpinning for the rest of the course.

The five ten-credit modules in **Managing Finance, Managing Operations, Managing Marketing, Managing People and Organisations, and Business Information and Decision Making** are designed to give you a comprehensive foundation of the fundamental management concepts across all of the main subjects involved in business administration at Level 7. Each core module will include a case study as a basis for applying learning, and drawing upon multiple participants' real world experiences. In this way, current practice is brought to the learning space integrating theory and practice. These five modules can be taken in any sequence.

### **Phase 2: Strategic Change and Consultancy and Elective Routes**

In the second phase of study, you will study a further sixty credits, comprising an optional route of study.

The first is the first experiential element, **Strategic Change Management**. This module has been designed to give you explicit coverage of the ability to respond to and manage change, as well as providing the second 'strand' in strategic management. It will enable you to both understand the critical processes and success factors required within organisations to ensure change is implemented successfully.

There will be the opportunity to apply this in real situations through a team-based **Consultancy project**. It also therefore provides an opportunity for you to take an integrated approach to disciplines covered elsewhere on the programme while you investigate an organisational problem. This can either be done by attending a residential programme (International Consultancy Experience) which will focus on a real organisation, or by an online simulation exercise (Global Business Simulation). In either case, you will focus on a well-defined organisational and managerial problem in which you will identify, analyse, and evaluate options and make appropriate recommendations for change, including a suitable change management strategy.

The route modules include a 'generic' option for OMBA students, as well as the option to specialise in data analytics. The course structure is shown overleaf:

*Online MBA Course Structure:*

Development Programme						
Personal and Leadership Development (10 CPs)	Responsible Leadership (10 CPs)	The Values-Led Organisation (10CPs)	Global Marketing Management (10 CPs)	Managing Finance (10 CPs)	Managing Operations (10 CPs)	Organisations and People Management (10 CPs)
	Business Information and Decision making (10 CPs)	Strategic Change Management (10CPs)	Route module 4	Route module 1 (10CPs)	Route module 2 (10CPs)	Route module 3 (10CPs)
	Consultancy Project (10CPs) Either International Consultancy Experience or Global Business Simulation		Business Research Project (40 CPs)			

Route options are as follows:

#### MBA Routes: Course Structure

Route	Module 1	Module 2	Module 3	Module 4
MBA	Customer Engagement	Managing Creativity and Innovation	Reconfiguring the Human Resource Management Function	Advanced Global Strategic Management
MBA (Data Analytics)	Statistical Approaches to Data Analysis	Fundamentals of Big Data and its Infrastructure	Practical Machine Learning Methods for Data Mining	Deriving Business Value from Data Science

#### Phase 3: Business Research Project

In the final phase, students will undertake a Business Research Project themed according to their pathway. This is a 40 cp module comprising of a taught and independently supervised element. It is anticipated that this module will take students 24 weeks in duration to complete, however an accelerated option is available for those students who enter this phase with no trailing credit.

#### 11. Admission to the course

For current information regarding all entry requirements for this course, please see the 'Applying' tab on the course information web page.

#### 12. Support for learning

##### Induction, Course and Module Handbooks

At the start of the course, a week-long University induction will be offered. This will familiarise you with the *Engage* online learning system and ensure that you are able to navigate the system with ease from the outset of your study. A University induction will also furnish you with information concerning the institution, the resources available to you as an NBS, NTU student and the academic regulations that will govern your study with us. This will include a virtual library induction which will offer guidance on how to access and make efficient use of the online resources that will support your studies. The induction will provide a detailed introduction to the OMBA, its structure, content and assessment strategy. Academic practice and skills development will also be a feature of the University induction, offering you the opportunity to refresh your knowledge of key aspects of effective academic practice, for example, Harvard referencing, report writing and critical thinking. A formative, diagnostic assignment will be set, allowing those who have been away from university for some years to assess

their academic skills and to practise writing a pre-course assignment where they can receive feedback and supportive guidance on their own performance.

In addition, you will be provided with a detailed course handbook containing everything you need to know about the course, who the key staff are, teaching and administration, contact numbers, university regulations, course aims, objectives and learning outcomes, course content and module specifications, assessment information, university regulations and support services. Each module also has its own specific module handbook providing detailed information about the module.

### **Course Leader**

The Online MBA Course Leaders' main responsibility is operationally managing the day to day running of the MBA course and the first point of contact for your general and academic queries. Your Course Leader is responsible for academic and pastoral care and for ensuring a high quality 'NBS Online MBA student experience'. Your Course Leader will be available for consultation by email and by telephone during stated office hours. Monitoring procedures to identify and support students with problems is the responsibility of the Course Leader.

In addition to the School's monitoring progress on your performance on assessments, you will be allocated an academic mentor who will hold more regular meetings to check if you are experiencing difficulties and provide one- to-one tutorials each term. This is a useful part of the monitoring process and you are encouraged to ask for help and support should you need it.

### **Module Leaders and Tutors**

Each module offered on the MBA is led by a Module Leader, normally a full time member of teaching staff. Module Leaders are responsible for the delivery and assessment of each component module and co-ordination of module tutors. Your module tutors will be your first point of contact if you experience academic problems with a module.

**A Subject Administrator** will provide the administrative support for the course. As part of their duties, they are responsible for communicating with you on administrative matters, providing administration for summative assessments, entering student details and results on the University systems, and liaising with other offices on a variety of issues. The course administrators are your first point of contact for administrative queries.

### **Director of Postgraduate Taught Programmes**

Course Leader(s) and Module Leaders provide advice and support to students on procedural and regulatory matters. Their activities are overseen by the Head of Postgraduate Programmes to ensure consistency across courses and to promote the sharing of good practice. Students may take more serious matters which cannot be handled by the Course Leader to the Director of Postgraduate Taught Programmes.

### **Student Representatives, Feedback and Committees**

You have a voice on the general quality of the course, the quality of the modules, the teaching, facilities and other relevant matters. Student representatives will be elected who will provide representation to various committees which monitor the quality of the course. They are responsible for collating information from the OMBA class and representing and presenting their views at the MBA Course Committee. There is also a Student Forum each term in a meeting with the Dean of the School and Head of Postgraduate Programmes, and a Course Enhancement Board which also includes employers and alumni to oversee curriculum currency and health. These are influential committees and you should take advantage of their service.

In addition students will be asked to complete anonymous evaluation questionnaires at the end of every module. The summary results are made available to staff and all students taking the modules and monitored via Course Committees. Where appropriate, changes are made to modules in response to student feedback. The effectiveness of these changes is monitored, and if necessary further changes made to reinforce the continuous improvement loop.



### **English Language Support**

Although you have to reach a minimum standard of English as an MBA entry requirement, it is acknowledged that you may require additional assistance with the development of your academic English language use. Academic English support will be provided in three ways: through embedded material within the induction and the first two modules; a bank of reference materials which can be accessed at any time in the course, and through individual tutorial support.

### **Learning Environment and Library**

The course will be offered through the Engage virtual learning environment (VLE). The Engage VLE is open sourced and based on the Moodle platform. It is based on the foundational principles of the Community of Inquiry model and provides a highly social and user friendly experience. The course has a single course learning room to which you will have access to with separate areas for each cohort's induction. The course learning room will contain all course and institution related documentation. The use of discussions boards, group areas, Q&As etc. will help you to keep in contact with your fellow students across cohorts, to work collaboratively, and to keep in contact with the course team. You will have full access to NTU online library facilities and be provided with week by week reading lists for each module which will be accessible from the module pages. Other library resources will be accessed via the course learning room or links on the module pages.

### **IT and Software**

You will be responsible for your own hardware and software used to access the Engage VLE and NTU resources. NTU will provide advice on minimum specifications required before you apply to the course and with regular updates to these requirements after joining. Advice on web browser versions and other relevant software will be updated regularly and made available to you via course learning room. The Current minimum specification is:

#### **Supported Browsers**

- Google Chrome
  - Minimum Version - 30.0
  - Recommended Version - Latest
- Firefox
  - Minimum Version - 25.0
  - Recommended Version - Latest
- Safari
  - Minimum Version - 6
  - Recommended Version - Latest
- Internet Explorer
  - Minimum Version - 10
  - Recommended Version - Latest

#### **System Requirements**

- Operating System
  - Windows - Windows 8 or Windows 10
  - Mac - OS X 10.7 or later (Note that OS X versions below 10.8 will not be supported by Google beginning in April of 2016. Chrome will still function on the older operating systems, but will not receive updates and security fixes.)
- RAM
  - Minimum of 4GB

#### **Recommended Peripheral Hardware**

- Microphone/speakers/webcam if student is taking courses requiring voice chats, video conferencing, or voice-over presentations.
- Printer to facilitate printing and revising of assignments.

### **Career Support**

You will have full access to the dedicated careers consultants and industrial mentors, who will assist you to maximise your post-MBA professional development plans. Whether you are seeking promotion elsewhere or changing direction completely, you will be provided with a wide range of resources, support and activities including:

- One to one career consultations
- Guidance on developing a professional CV or resumé
- Skills development resources
- Guidance on developing a personal brand and managing online presence
- Guidance on job search strategies – including the hidden job market.

### **13. Graduate destinations/employability**

The MBA is designed for managers with working experience. The MBA is the education for managers and has enjoyed increasing growth and popularity due to the benefits to both participants and their employers (in the case of the Executive MBA Part-Time/ Online students who are normally in employment and sponsored by their companies) or to future employers, in the case of FT MBAs.

As the global environment becomes more volatile, the demand for experienced and educated managers is increasing. The MBA has an international understanding that it is designed to widen the horizons of business professionals and you will be investing in your future career prospects if you decide to enrol on the NBS OMBA. With over 500,000 MBAs graduating from around the world each year, an MBA will enable you to join these skilled, qualified, elite managers. NBS MBAs have found employment in a range of private and public sector organizations, in global companies, SMEs and in starting or expanding their own businesses. NBS MBAs have found employment in industry sectors such as corporate banks, investment and trading houses, as international managers in retail groups, directors in public sector organizations, country managers for organizations, in supranational institutions, in energy companies and so on.

The Association of MBAs found that 79% of MBAs chose to study for an MBA to improve their job opportunities. The NBS Online MBA prepares managers to move from functional managerial positions in organisations to strategic generalist positions. The transferable skills and international recognition of the MBA makes it the most portable post-graduate management qualification.

### **14. Course standards and quality**

Management of each course is conducted through three, formally constituted committees, the Board of Examiners, the Course Committee and the Course Enhancement Board (CEB). The Course Committee will be responsible for the overall quality assurance and management of the course. Its membership complies with the University's requirements as specified in the University's Quality Handbook. Student representatives will also have the opportunity to liaise with members of the School's Executive team once each term via a 'student forum', designed to facilitate communication between the student body and the management of the School.

The online MBA will join an MBA annual 'course enhancement board' (CEB) Chaired by the Head of Postgraduate Programmes, which consists of employers, alumni, students and staff to consider the overall strategic direction of the course. The CEB provides the external direction and input from employers and alumni to ensure the continuing relevance of course content.

Course standards and quality are maintained in a number of ways. You will have the opportunity to provide anonymous written feedback on each of the modules you study, and the course as a whole. You will also be able to offer your comments and suggestions through (or have the opportunity to be elected as) elected student

course representatives, who represent the course to course committees, the course enhancement boards and student forum meetings.

A Board of Examiners will meet four times a year (after each pair of modules) to consider module results and progression and final awards at appropriate points. The membership of the Board of Examiners will be in accordance with University's Quality Handbook. Its terms of reference will be as specified in the University's Quality Handbook.

All courses appoint a minimum of one external examiner with the provision for additional appointments as appropriate to reflect the size and complexity of the course. The duties the external examiners will be as stated in the University's Quality Handbook.

The Course Leader will prepare a Course Report in accordance with guidelines as stated within the Quality Handbook. All reports will be considered to identify generic strengths and issues as part of the School Standards and Quality Committee review process and subsequently the School Standards and Quality Report. If changes to the course were to be considered, the Course Leader would consult with the course team, students and external examiner/s in advance. Any changes will be progressed in line with procedures stated in the Quality Handbook. The Director of Postgraduate Taught Programmes also prepares an annual report to coincide with Course Report reporting cycles which consider issues of course health, student and employer feedback, quality assurance, student attainment and employability, professional body requirements, and major achievements and developments.

15. **Assessment regulations**

This course is subject to the University's Common Assessment Regulations for taught postgraduate programmes (located in Section 16 of the Quality Handbook), supplemented by the Distance Learning Policy.

16.

**Additional Information**

Collaborative partner(s):

Course referenced to national QAA  
Benchmark Statements:

Course recognised by:

Date this course specification approved:

QAA Benchmark Statements for Business  
and Management (2015)  
Chartered Management Institute

Monday 11<sup>th</sup> June 2018