

Faculty: Business School

Title of Programme: Master of Business Administration

Programme Code: BSNMBA

Programme Specification

Start Date: September 2011

Date of Approval: 29 June 2011

Associate Dean (Academic Quality): David Gayfer

Signature



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	MBA
All Final Award titles	Master of Business Administration
FHEQ level of award	7

A. Programme Rationale

This programme is designed as a career development generalist programme for those who have significant postgraduate, relevant work experience on which to build the learning process. The main emphasis of this programme is on leadership through strategic management. There is a strong practical and professional orientation to the curriculum. The programme is designed to provide a critical and applied study at postgraduate level of leading edge and contemporary management theory, delivered through real business problems.

Entry to the programme requires a minimum of 5 years of appropriate managerial work experience, however well qualified candidates presenting 3 or 4 years of appropriate managerial work experience may exceptionally be considered.

Initially, the programme provides systematic understanding, knowledge, and critical awareness of the essential functions and processes of businesses, their diverse nature and the governance and ethical dilemmas facing organisations and senior managers, including the external environment in which they operate.

The fundamental objectives of this stage are:

- to facilitate the understanding of the key sources of strategic advantage and leverage value;
- the development of a strategic mind set, and how to build organisational capacity;
- to begin the process of understanding individual potential and the ability to develop leadership skills.

The programme then develops a deeper understanding of leadership and management as an integrative process. This stage requires synthesis, integration and practical application to 'real' and 'messy' problems.

Finally, the programme then provides a range of modules allowing the student to pursue individual interests and development needs. These modules offer a deeper understanding and a critical awareness of current problems and/or new insights, informed by the forefront of their academic discipline or field of study. The curriculum is directly underpinned by Business School academic research; consultancy and professional practice. Stage three also continues the process of understanding individual potential and further develops leadership skills.

B. Educational Aims of the Programme

The programme has been devised in accordance with the University's general educational aims of programmes of study as set out in UPR TL01.

Additionally this programme aims to:

- provide a contemporary, critical, integrated and applied programme of study at postgraduate level within the area of Business and Management.
- provide students with the analytical and personal skills to deal with complex issues both systematically and creatively, and to make sound judgements in the absence of complete data or when faced with conflicting data, in complex and unpredictable situations;
- provide students with the opportunity to demonstrate self-direction, leadership and originality in tackling and solving problems, and to act autonomously in planning and implementing tasks at a professional or equivalent level;
- provide a 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 Multi National Corporate Enterprises and SME.

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 to the Framework for Higher Education Qualifications in England, Wales and Northern Ireland (2008), and relate to the typical student. Additionally, the SEEC Credit Level Descriptors for Further and Higher Education 2003 have been used as a guiding framework for curriculum design.

Knowledge and Understanding of:	Teaching/learning methods & strategies	Assessment
<p>A1 - A broad range of organisations and the external context within which they operate.</p> <p>A2 - Organisations and the inter-relatedness of internal aspects,</p> <p>A3 - How organisations may strategically respond to forces and changes in the environment</p> <p>A4 - The pervasive debates, issues and new insights affecting organisations</p> <p>A5 - Theories of leadership and strategy, their relationship to each other, and their influence on the organisation</p>	<p>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, outside visits 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.</p>	<p>Knowledge and understanding are assessed through a combination of (although not limited to):</p> <p>Stage One will have an assessment emphasis directed at knowledge and understanding of the tools, data, models, critical awareness, new insights and techniques. Therefore assessment will include closed-book timed assessment, in-class tests based on distributed case studies, live projects and open-book case study assignments with additional case information supplied at a very late stage.</p> <p>Stage Two will have an emphasis on application to live projects and problems. Critical reasoning, synthesis of theory and practice and influence and effects the external and internal environment will have upon each. Assessment approaches will range from,</p>

		consultancy projects, reports and consultancy proposals to critical evaluation of agreed or supplied company strategic positions. 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 - able to:	Teaching/learning methods & strategies	Assessment
<p>B1 - Reflect on and learn from prior experience; integrate new knowledge with past experience and apply it to new situations whilst challenging prior knowledge</p> <p>B2 - Recognise and address ethical dilemmas and CSR issues, applying ethical and organisational values to situation and choices</p> <p>B3 - Remove subject and functional boundaries to handle complex situations holistically</p> <p>B4 - Analyse, synthesise, and critically evaluate information to solve complex unstructured problems through the ability to identify false assumptions, evaluate statements in terms of evidence, detect false logic or reasoning, identify implicit values, define terms and generalise appropriately</p>	<p>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 in-depth investigation of a complex business problem in the Stage two component of the programme.</p> <p>Throughout, the learner is encouraged to develop intellectual skills further by independent study</p>	<p>Intellectual skills are assessed through a combination of unseen examinations and in-course assessments, as in A above. Skills of synthesis and of abstracting meaning from information are assessed in particular by the integrated research project.</p>
Practical skills - able to:	Teaching/learning methods & strategies	Assessment
<p>C1 - Be creative and manage the creative process in self and others</p> <p>C2 - Conduct research into business and management both individually and as a team</p> <p>C3 - Use information and knowledge effectively</p> <p>C4 - Use numeracy and quantitative skills including the development</p>	<p>Practical skills are developed through the methods and strategies outlined in section A, above. C2 is developed through the Research Methods lectures and seminars. C5 is developed by use of StudyNet to communicate with lecturers and fellow students, and by use of computers available in the Learning Resources Centre, as well as through formal teaching.</p>	<p>Practical skills are assessed through a combination of unseen examinations and in-course assessments, as in A above. Research skills (C2) are assessed in particular by the integrated research project.</p>

and use of relevant business models C5 - Make effective use of CIT		
Transferable skills - able to:	Teaching/learning methods & strategies	Assessment
D1 - Communicate effectively both orally and in writing, using a range of media including the preparation of business reports D2 - Maintain high personal effectiveness through critical awareness, self reflection and self management, sensitivity to diversity in people and different situation and the ability to continue to learn through reflection on practice and experience. D3 - Manage effective performance within a team environment and be able to recognise and utilise individual contributions in group processes. D4 - Demonstrate and develop leadership and performance management.	Transferable skills are developed through a combination of lectures, tutored group interactions and coursework - including group presentations and reports and individual reflective essays. Throughout, the learner is encouraged to develop transferable skills by maintaining a record of evidence and completing a personal development plan. D1 is particularly supported by the Business School's Academic Skills Unit through a combination of workshops, one-to-one meetings, and online briefings and tutorials.	Transferable skills are assessed through a range of assignments built into the curriculum - coursework reports and oral presentations including group work, individual reflective essays and the assessment required for the module Leadership: Developing Self and Others.

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

The programme is offered in full-time (1 year) and part-time (2 years) modes, and leads to the award of a Master of Business Administration. Entry is normally with an honours degree (at least 2:2 or above) but exceptionally it is possible to enter with appropriate managerial work experience. Entry to the programme normally requires a minimum of 5 years of appropriate managerial work experience. Intake is normally full-time and part-time in semester A (September) and part-time only in semester B (February).

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 (in section 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	% examination	% coursework	Semester
Strategic Management Perspectives A	7BSM1020	15	50	50	A
Managing Financial Value Drivers A	7BSM1006	15	40	60	A

People Management A	7BSM0194	15	50	50	A
Innovation Through Strategic Marketing A	7BSM0233	15	50	50	A
Leadership and Change A	7BSM1012	15	0	100	AB
Collective Enterprise B	7BSM0188	15	0	100	B
AIP Research Methods – MBA A	7BSM1018	0	0	100	A
Applied Individual Project – MBA (ABC)	7BSM1001	45	0	100	ABC

Optional Modules (three 15-credit modules to be selected)
Students will study the three most preferred optional modules.

Module Titles	Module Code	Credit Points	% examination	% coursework	Semester
Complexity, Creativity and Change B	7BSM1017	15	0	100	B
Appraising Organisational Performance B	7BSM0209	15	50	50	B
Managing and Working Across Cultures B	7BSM0202	15	60	40	B
Project Management - A Strategic Approach B	7BSM0204	15	50	50	B
Entrepreneurship and Enterprise B	7BSM0207	15	30	70	B

Mode of study Part-time

Entry point Semester A

Compulsory Modules Module Title	Module Code	Credit Points	% examination	% coursework	Semester
Year 1					
Innovation Through Strategic Marketing A	7BSM0233	15	50	50	A
People Management A	7BSM0194	15	50	50	A
Strategic Management Perspectives B	7BSM1021	15	50	50	B
Managing Financial Value Drivers B	7BSM1007	15	40	60	B
Leadership and Change B	7BSM1013	15	0	100	BA
Year 2					
Collective Enterprise A	7BSM0200	15	0	100	A
AIP Research Methods – MBA A	7BSM1018	0	0	100	A
Applied Individual Project – MBA (ABC) OR	7BSM1001	45	0	100	ABC
Applied Individual Project – MBA (BCA)	7BSM1002	45	0	100	BCA

Optional Modules (three 15-credit modules to be selected)
Students will study the three most preferred optional modules.

Module Titles	Module Code	Credit Points	% examination	% coursework	Semester
Entrepreneurship and Enterprise A OR	7BSM0206	15	30	70	A
Entrepreneurship and Enterprise B	7BSM0207	15	30	70	B
Managing and Working Across Cultures A OR	7BSM0201	15	60	40	A
Managing and Working Across Cultures B	7BSM0202	15	60	40	B
Complexity, Creativity and Change A OR	7BSM1016	15	0	100	A
Complexity, Creativity and Change B	7BSM1017	15	0	100	B
Appraising Organisational Performance A OR	7BSM0228	15	50	50	A
Appraising Organisational Performance B	7BSM0209	15	50	50	B
Project Management - A Strategic Approach A OR	7BSM0223	15	50	50	A
Project Management - A Strategic Approach B	7BSM0204	15	50	50	B

Mode of study Part-time

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Entry point Semester B

Compulsory Modules Module Title	Module Code	Credit Points	% examination	% coursework	Semester
Year 1 (semester B)					
Strategic Management Perspectives B	7BSM1021	15	50	50	B
Managing Financial Value Drivers B	7BSM1007	15	40	60	B
Year 1 (semester A)					
People Management A	7BSM0194	15	50	50	A
Innovation Through Strategic Marketing A	7BSM0233	15	50	50	A
Collective Enterprise A	7BSM0200	15	0	100	A
Leadership and Change B (<i>start</i>)	7BSM1013	15	0	100	BA
Year 2 (semester B)					
Leadership and Change B (<i>complete</i>)	7BSM1013	15	0	100	BA
AIP Research Methods – MBA B	7BSM1019	0	0	100	B
Applied Individual Project – MBA (ABC) OR	7BSM1001	45	0	100	ABC
Applied Individual Project – MBA (BCA)	7BSM1002	45	0	100	BCA
Optional Modules (three 15-credit modules to be selected) <i>Students will study the three most preferred optional modules.</i>					
Module Titles	Module Code	Credit Points	% examination	% coursework	Semester
Entrepreneurship and Enterprise A OR	7BSM0206	15	30	70	A
Entrepreneurship and Enterprise B	7BSM0207	15	30	70	B
Managing and Working Across Cultures A OR	7BSM0201	15	60	40	A
Managing and Working Across Cultures B	7BSM0202	15	60	40	B
Complexity, Creativity and Change A OR	7BSM1016	15	0	100	A
Complexity, Creativity and Change B	7BSM1017	15	0	100	B
Appraising Organisational Performance A OR	7BSM0228	15	50	50	A
Appraising Organisational Performance B	7BSM0209	15	50	50	B
Project Management - A Strategic Approach A OR	7BSM0223	15	50	50	A
Project Management - A Strategic Approach B	7BSM0204	15	50	50	B

The award of an MBA degree requires 180 credits passed at level 7, including the Applied Individual Project.

Table 1b Final and interim awards available

The programme provides the following final and interim awards:

Award	Minimum requirements	Available at end of (normally):
Postgraduate Certificate in Business Administration	60 credit points at level 7 from the programme's compulsory modules	1 Semester
Postgraduate Diploma in Business Administration	120 credit points at level 7 including the six 15-credit point compulsory modules	2 Semesters
Postgraduate Certificate in Business and Management	60 credit points at level 7 from the programme's modules	1 Semester
Postgraduate Diploma in Business and Management	120 credit points at level 7 from the programme's modules	2 Semesters

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

E. Support for students and their learning

Students are supported by:

- A Programme Director
- Student Support and Guidance Centre (SSG)
- Academic Skills Unit (ASU)
- Student representative on programme committees
- A designated programme administrator
- An Induction week at the beginning of the academic session
- Overseas Orientation
- StudyNet, a versatile on-line inter-active 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
- English support classes
- A Mathematics Drop-in Centre
- A faculty based Disabled Student Co-ordinator
- An Equal Opportunities Officer
- The Students' Union
- Guided student centred learning through the use of StudyNet
- A Careers Service for all current students and graduates

F. Entry requirements

The normal entry requirements for the programme are:

- An honours degree of at least 2:2 classification, in a business or non business-related discipline, from a UK University; or
- The equivalent of the above from a recognised University overseas; or
- A degree equivalent professional qualification; or
- A post graduate qualification from a UK university or its equivalent from a recognised overseas University.

and

- A minimum of 5 years, or exceptionally with the authorisation of the Programme Director 3 years, of appropriate managerial work experience. Appropriate managerial work experience will demonstrate identifiable responsibility, such as the supervision/direction of the work of other employees and/or budgetary control.

Exceptionally students will be accepted who do not have the required academic qualification but have at least five years substantive work experience.

In addition all students must produce evidence of their English Language proficiency. The standard required is:

- (a) a score of 6.5 or better on the British Council's IELTS test, or an equivalent score on a test recognised by the University of Hertfordshire; or
- (b) a score of 6.0 or better on the British Council's IELTS test, or an equivalent score on a test recognised by the University of Hertfordshire, plus an appropriate pre-session English language course at the University of Hertfordshire; or
- (c) a score of 5.5 or better on the British Council's IELTS test, or an equivalent score on a test

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recognised by the University of Hertfordshire, plus successful completion of the University of Hertfordshire's Graduate Certificate in Business (or equivalent acceptable to the University of Hertfordshire).

This requirement will be waived if the student has successfully completed an undergraduate degree at a university in the United Kingdom, or another country acceptable to the University of Hertfordshire, where study was in English and the student was based in that university's home country during study.

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

Section 2

Programme management

JACS code(s)	N200
Modes of study	F/T P/T
Intakes	A & B
Relevant QAA subject benchmarking group	Masters awards in Business and Management
Date of validation/last periodic review	March 2004
Date of production/ last revision of PS	June 2011
Relevant intake	level 7 entering September 2011
Faculty	Business School
Administrative Departments	School of Marketing and Enterprise

Course (i.e. pathway) details

Course (ie. Pathway Point) Titles

Course (ie. Pathway Point) Codes

MBA Semester A entry (F/T)	MBANFT1
MBA Semester A entry (P/T Year 1)	MBANPT1
MBA Semester A entry (P/T Year 2)	MBANPT2
MBA Semester A entry (P/T Year 3)	MBANPT3
MBA Semester B entry (F/T Year 1)	MBANFTB1
MBA Semester B entry (F/T Year 2)	MBANFTB2
MBA Semester B entry (P/T Year 1)	MBANPTB1
MBA Semester B entry (P/T Year 2)	MBANPTB2
MBA Semester B entry (P/T Year 3)	MBANPTB3

The programme is managed by;

- The Dean and Deputy Dean
- The Head of Department
- A Programme Director who is responsible for the day- to-day management of the programme
- An Admissions Tutor, with specific responsibility for open days and selection
- An International Admissions Tutor, with specific responsibility for selection of overseas students
- A designated Administrator to deal with day-to-day administration associated with the programme
- Module Leaders who are responsible for individual modules
- A programme committee, the membership of which includes student representatives from each level of study and key members of the Business School staff.

Programme-specific assessment regulations

The programme is compliant with the University's generic assessment regulations (Structure and Assessment Regulations for Academic Programmes, UPR AS14) with the exception of those listed below, which have been specifically approved by the University:

- None.

Further points of clarification and interpretation relevant to this specific programme are given below:

- Students who repeat a module and do not gain a pass grade may, after consultation with the programme tutor, be permitted to study another appropriate module from the Business School portfolio. Permission will only be given if the student's total programme of study covers all the learning outcomes of this programme.
- There are two situations where, as a consequence of a perceived lack of engagement with the associated teaching and learning processes, UHBS Module Board of Examiners will normally not permit referral in an individual module (FRef):
 - (a) where the aggregate mark in any Module is less than 20%, and/or
 - (b) where, at Levels 4 and 5 only, a student has been absent from more than 3 tutorial feedback sessions in a Semester.In these situations students will be required to repeat the diet of study (FRen) prior to re-assessment.

Other sources of information

- Definitive Module Documents
- Module Guides
- Student Handbook
- Programme Specification website: <http://www.herts.ac.uk/courses/> or (StudyNet → Staff → Department Lists → Academic Quality Office → Programme Management → Programme Specifications)
- University of Hertfordshire Course website: <http://www.herts.ac.uk/courses/>
- QAA Benchmark Statement website: <http://www.qaa.ac.uk/academicinfrastructure/benchmark/default.asp>
- The Framework for Higher Education Qualifications in England, Wales and Northern Ireland, 2008: <http://www.qaa.ac.uk/academicinfrastructure/FHEQ/EWNI08/default.asp>
- SEEC Credit Level Descriptors for Further and Higher Education 2003: <http://www.seec-office.org.uk/creditlevelDescriptors2003.pdf>
- External Quality Review report website: <http://www.qaa.ac.uk/reviews/reports/instReports.asp?ukprn=10007147>
- UNISTATS website: <http://www.unistats.com/>
- University of Hertfordshire Academic Quality Office website: (StudyNet → Staff → Department Lists → Academic Quality Office)
- Structure & Assessment Regulations - Undergraduate & Taught Postgraduate Programmes, UPR AS14: <http://sitem.herts.ac.uk/secreg/upr/AS14.htm>
- Learning and Teaching Policy and General Educational Aims, UPR TL01: <http://sitem.herts.ac.uk/secreg/upr/TL01.htm>
- Admissions - Undergraduate & Taught Postgraduate Students, UPR SA03: <http://sitem.herts.ac.uk/secreg/upr/SA03.htm>
- Academic Quality, UPR AS17: <http://sitem.herts.ac.uk/secreg/upr/AS17.htm>
Index of UPRs for students: http://sitem.herts.ac.uk/secreg/upr_azlist_info.htm

Other information relevant to the programme

The Business School was awarded 'confidence' in the Institutional Audit conducted in 2009.

University policies relevant to the Programme

The University undertakes to use all reasonable endeavours to deliver, assess and administer this programme in accordance with this Programme Specification. At the same time it is recognised that it is in the nature of academic developments that changes, for example to the structure, curriculum, and assessment of a programme may be necessary in order to ensure that the programme remains up to date, in response to issues raised as a result of on-going monitoring and evaluation, and/or in order to conform to new regulatory requirements imposed by this institution, by professional or statutory bodies, or by national or governmental bodies.

The programme operates within the guidelines and policies relating to equal opportunities and environmental issues which may be agreed from time to time by the Board of Governors and/or the Academic Board of the University.

Where the programme is offered in collaboration with another institution these policies and guidelines will normally be those of the partner institution.

The programme operates in accordance with the University's Regulations Governing Studies Involving the Use of Human Subjects (UPR RE01) agreed from time to time by the Academic Board of the University. However, where the programme is offered in collaboration with another institution (for example through a franchise arrangement for all or part of the programme) then specific approval must be obtained from the University for the operation of the programme within ethical guidelines prepared by the partner institution. The partner institution will be responsible for all insurance liability in connection with the observance of ethical guidelines.

Signed *David Stephen Gayfer*
Chair of Faculty Academic Quality Enhancement Committee

Date.....29/6/11.....

If you would like this information in an alternative format please contact:
Muditha Cooray (Programme Director)
Email: m.cooray@herts.ac.uk or telephone: 01707 285572

Master of Business Administration

Table 2: Development of 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.

		Programme Learning Outcomes (as identified in section 1 and the following page)																																										
		Knowledge & Understanding					Intellectual Skills					Practical Skills					Transferable Skills																											
Module Title	Module Code	A1	A2	A3	A4	A5						B1	B2	B3	B4						C1	C2	C3	C4	C5						D1	D2	D3	D4										
Strategic Management Perspectives	7BSM1021 7BSM1021	x		x	x	x							x		x							x		x															x					
Managing Financial Value Drivers	7BSM1006 7BSM1007		x		x																		x	x	x																			
Leadership and Change	7BSM1012 7BSM1013		x		x	x						x	x																			x		x										
People Management	7BSM0194 7BMS0193		x		x							x																																
Innovation Through Strategic Marketing	7BSM0233 7BSM0195	x		x	x							x			x						x		x								x													
Collective Enterprise	7BSM0200 7BSM0188	x	x	x								x		x	x						x		x	x							x		x	x										
Applied Individual Project - MBA	7BSM1001 7BSM1002													x							x	x		x							x		x											

Key: Learning Outcome which is assessed as part of the module

Key to Programme Learning Outcomes

Knowledge and Understanding

- A1 - A broad range of organisations and the external context within which they operate.
- A2 - Organisations and the inter-relatedness of internal aspects,
- A3 - How organisations may strategically respond to forces and changes in the environment
- A4 - The pervasive debates, issues and new insights affecting organisations
- A5 - Theories of leadership and strategy, their relationship to each other, and their influence on the organisation

Intellectual Skills

- B1 - Reflect on and learn from prior experience; integrate new knowledge with past experience and apply it to new situations whilst challenging prior knowledge
- B2 - Recognise and address ethical dilemmas and CSR issues, applying ethical and organisational values to situation and choices
- B3 - Remove subject and functional boundaries to handle complex situations holistically
- B4 - Analyse, synthesise, and critically evaluate information to solve complex unstructured problems through the ability to identify false assumptions, evaluate statements in terms of evidence, detect false logic or reasoning, identify implicit values, define terms and generalise appropriately

Practical Skills

- C1 - Be creative and manage the creative process in self and others
- C2 - Conduct research into business and management both individually and as a team
- C3 - Use information and knowledge effectively
- C4 - Use numeracy and quantitative skills including the development and use of relevant business models
- C5 - Make effective use of CIT

Transferable Skills

- D1 - Communicate effectively both orally and in writing, using a range of media including the preparation of business reports
- D2 - Maintain high personal effectiveness through critical awareness, self reflection and self management, sensitivity to diversity in people and different situation and the ability to continue to learn through reflection on practice and experience.
- D3 - Manage effective performance within a team environment and be able to recognise and utilise individual contributions in group processes.
- D4 - Demonstrate and develop leadership and performance management.