

## Programme Specification

A Programme Specification provides a concise summary of the main features of a programme and its intended learning outcomes. It is intended to be used by prospective students, current students, academic staff and potential employers.

<b>Programme Title:</b>	
<b>Master of Business Administration (Risk and Resilience) (PGCert; PGdip)</b>	
<b>Programme (AOS) Code(s):</b>	<b>MR1RAR9</b>
<b>UCAS Code:</b>	<b>N/A</b>
<b>Name of Final Award:</b>	<b>Master of Business Administration, MBA</b>
<b>Level of Qualification:</b>	<b>Level 7</b>
<b>Regime of Delivery:</b>	<b>Flexible &amp; Distributed Learning: Blended Learning</b>
<b>Mode(s) of Delivery:</b>	<b>Part Time</b>
<b>Typical Length of Study (Years):</b>	<b>2</b>
<b>Professional Body Recognition / Accreditation (including specific requirements where applicable):</b>	<b>N/A</b>

### Brief Description of the Programme

Organisations of all types, profit and not-for-profit; public private sector, require their management and leadership to knowledgeable, confident, and capable and skilled in the management of business and employed colleagues. In a globally connected and increasingly challenging global operating environment with an unpredictable and rapidly evolving future; the added dimension of risk and resilience developed capability is an essential consideration for organisations readiness and competitive edge.

This MBA has been developed to address business risk and resilience in an uncertain world. It addresses issues that many organisations face in the present climate: operating in a global setting, ensuring business resilience and sustainability. The importance of these contextual issues is recognised by the title of the programme and the recurring themes. It is not intended to be a programme on managing international business, but it is intended to be a programme about doing business informed by risk and resilience capability.

The content has been designed to match the needs of those who wish to specialise within a wider business context and will enable students to influence not only the content of their studies but also the process and outcomes. Importantly, the MBA is designed to give those students from military backgrounds as well as those with security, risk and related practitioner experience the necessary skills and capability to develop parity of understanding and knowledge with that of mainstream business and wider organisational disciplines.

## Programme Aims

1	Develop a strategic, integrated and holistic perspective on business capability through a study of management at: <ul style="list-style-type: none"> <li>An individual, group and organisational behavioural level</li> <li>A functional, process and strategic level</li> <li>At local, national and international level.</li> </ul> and through reflection on prior experience (both personal and within the cohort)
2	Equip students with an advanced understanding of concepts and current and pervasive issues in global business and management.
3	Enable students to anticipate and address risks that may adversely affect their business thereby helping to ensure future business resilience and sustainability.
4	Develop the critical thinking, analytical and research skills needed to make logical arguments and creative contributions to improve business and management practice.
5	Develop advanced capability and knowledge in business enhancing resilience capabilities

## Programme Learning Outcomes

The Bucks Graduate Attributes focus on the development of innovative leaders in professional and creative capacities, who are equipped to operate in the 21st Century labour market and make a positive impact as global citizens. The attributes are developed through the programme.

ID	Learning Outcome
On successful completion of the programme a graduate will be able to:	
<b>Graduate Attribute: Knowledge and its application (K)</b>	
K1	Critically analyse the impact of contextual forces on organisations including legal systems; ethical, economic, environmental, social and technological change issues; international developments; corporate governance
K2	Demonstrate a critical understanding of the sources, uses and management of resources of the business enterprise or other forms of organisations: finance, materials, talent
K3	Select from a range of concepts relating to the management and development of people within organisations: organisational theory, behaviour, HRM, change management, leadership
K4	Critically analyse the influencing effect of security, risk, resilience, continuity and associated processes and technologies on the capability of organisations.
<b>Graduate Attribute: Creativity (C)</b>	
C1	Critically evaluate individual and organisational performance in relation to overall business capability and development.
C2	Analyse, evaluate and utilise numeracy and quantitative skills including the use of models in relation to business and resilience-related situations.
C3	Develop advanced capability in the use of communication and information technology processes to support business and resilience capability.
C4	Critically evaluate the importance of commercial strategic awareness within their chosen sector

C5	Develop and demonstrate problem solving skills and the creation of innovative solutions for complex situations
<b>Graduate Attribute: Social and ethical awareness and responsibility (S)</b>	
S1	Critically evaluate CSR requirements in their sector
S2	Demonstrate cultural awareness and a global appreciation of cultural differences and similarities across the organisation
S3	Discuss and critically evaluate the importance of empathy within the workplace
S4	Demonstrate an in-depth knowledge and understanding of rights and justice within the chosen sector
S5	Demonstrate integrity throughout the programme and critically evaluate the importance of practice with integrity.
<b>Graduate Attribute: Leadership and self-development (L)</b>	
L1	Demonstrate an ability to take constructive criticism and responsibility for actions and decision making and to critically reflect on performance
L2	Demonstrate and critically evaluate the importance of critical communication skills required in the organisation and between the wider stakeholder network.
L3	Critically evaluate the importance of personal resilience and the collaboration required in the wider team in order to demonstrate effective teamwork.
L4	Critically analyse and understand the importance of leadership theories and their implementation into the workplace, including the adaptation and creativity needed in dynamic situations.
L5	Able to think creatively and take the initiative in dynamic and fast-moving situations and is able to defend choices in complex and challenging environments.

## Programme Structure

Programmes are structured in stages. The number of stages will vary depending on the mode (e.g. full-time, part-time), duration and location of study which will be detailed in the Programme Handbook.

Modules are set at a specific academic level and listed as either core (compulsory) or optional. The level indicates the relative academic difficulty which will increase through the programme. Passing modules will reward you with academic credit. The amount of credits will depend on the complexity of the module and the level of effort required, which is measured in 'notional learning hours'.

Our [Academic Advice webpages](#) provide more information on the structure of taught awards offered by the University.

*Please note: Not all option modules will necessarily be offered in any one year. Other option modules may also be introduced at a later stage enabling the programme to respond to sector developments.*

## Level Seven

Code	Module Title	Credit	Core / Option	Compensable (Normally Yes)
SE713	Risk Management	15	C	Yes
SE712	Crisis Management and Business Continuity	15	C	Yes

MB757	Organisational Resilience	15	C	Yes
MB756	Project Management	15	C	Yes
MB755	Strategic Leadership	15	C	Yes
MB753	Leading, Managing and Developing Talent	15	C	Yes
MB751	International Management of Finance	15	C	Yes
MB758	Digital Leadership in a World of Continuous Change	15	C	Yes
SE705	Dissertation	60	C	No

## Learning and Teaching Activities

Please see the [Academic Advice pages](#) for a description of learning and teaching activities that are recognised by the University. Detailed information on this specific programme is outlined below:

Students study 8 modules which carry 15 credits and a final self-managed learning module (dissertation, consultancy project or negotiated work based learning project) which carries 60 credits.

A comprehensive online Induction Programme will be held in Weeks 1-4 to ensure students have the necessary base and study skills to benefit fully from the course. This has been found to be particularly effective for students new to online learning. Personal development and research skills is taught across both years but receives a greater focus SE705 the dissertation/project module.

In this FDL programme, teaching and learning make use of the VLE, Blackboard and comprises of a range of activities. The programme team were keen to avoid online learning materials that consist of screenful after screenful of text requiring students to read and read. Accordingly, it is designed including interactive online lectures as well as some of the techniques that might normally be associated with a face-to-face programme: discussions, group work, presentations and business simulation games. These relate to topics that are set in a scheme of work for each module. Learning outcomes for the programme and specific modules are applied to the content under discussion at each session. A consistent approach in this is the relationship of theory to practice. Students are introduced to theories and content; discussion applies this to their experience and to case studies. Core texts are used for each module with each of them being available as e-books.

The use of Blackboard provides students with continuous access to learning materials, discussion boards, wikis as well as the full range of library facilities and library databases. Throughout the award the objective is to enhance the knowledge, skills and analytical ability of students to enable them to proceed with their careers in business organisations. This objective is met by a combination of self-study, directed research and investigation, on-line tutor support and Blackboard materials. Similarly, student contributions are encouraged and these help to enable students to develop important personal skills needed to proceed with their careers in business organisations.

In addition, many of the assessments within the programme will require students to relate concepts or ideas to organisational settings. This helps develop not only their skills of application of business ideas but also their skills of critical reflection.

### Additional Course Costs

There are costs associated with all studies, additional to the tuition fee, which require consideration, when planning and budgeting for expenditure. Costs are indicative and for the total length of the course shown unless otherwise stated and will increase with inflation; depending on the programme they may include books, other library resources equipment, printing, project materials, study trips, placement activities, DBS and/or other security checks.

### Contact Hours

1 unit of credit is the equivalent of 10 notional learning hours. Full time undergraduate students study 120 credits (1200 hours) and full-time postgraduate students study 180 credits (1800 hours) per year or 'stage' of the course.

Course Stage	Scheduled Activities (Hours)	Guided Independent Study (Hours)	Total
Year One	128	472	600
Year Two	176	1024	1200
<b>Total</b>	<b>304</b>	<b>1496</b>	<b>1800</b>

### Assessment Methods

The [Assessment and Examination webpages](#) provide further information on how assignments are marked and moderated, including a description of assessment activities. These also include further information about how feedback on assessed work is provided to students, including our commitment to ensure this is provided to students within 15 working days (the 'three-week turnaround').

The assessment tasks include individual assignments, examinations (where appropriate and practicable), Time Constrained Assessments, case study analysis, personal blogs and postings to online discussion fora in a combination designed to assess and meet the stated aims and the required learning outcomes.

There will be opportunity for formative assessment through discussions with tutors, for example via Zoom, at specific times to review progress of work to date. The dissertation module has a regular discussion forum which will be facilitated by the tutor to check understanding, give formative feedback and allow peer assisted learning. The online programme is timetabled such that each module is of 10 weeks duration but with no scheduled learning in the final two weeks. Instead, there will be a two week overlap between Weeks 9 and 10 of a module and Weeks 1 and 2 of the following modules.

The assessment strategy is designed to ensure that learning outcomes are achieved and that there is a development of knowledge and skills. Independent learning is embedded within the

programme and students develop a depth of understanding via synthesis, critical analysis and evaluation. Assessments are by coursework and examination/TCA with some modules being assessed by coursework only. Coursework takes several forms such as individual report, individual presentation or reflective portfolio. The importance of the notion of learning from personal reflection is emphasised by the inclusion of the need for personal reflection in many of the assessments; even though not necessarily contributing to the mark awarded, the team believe that such reflective skills are an important habit to develop. Such assessment tasks, then, help to prepare students for similar challenges in their careers – with managers at all levels and in all types of organisations increasingly needing to be able to communicate ideas in different ways: face-to-face or remote, with or without planning time, solo or with colleagues.

Formative assessment is provided for in each module – students learn from feedforward as well as feedback. Such support is provided in a number of different ways such as: online student discussions, formative assessments, tutor guidance for revision and draft work. The programme team also offer remote help through, for example, Skype or similar.

More detailed teaching and learning strategies for each module can be found in the individual module descriptors.

## Classification

**Calculation of final award:** Level 7 100%

For full details of assessment regulations for all taught programmes please refer to our [Results webpages](#). These include the criteria for degree classification.

## Admissions Requirements

Please see the [Application webpages](#) for more information on how to apply, including a statement on how we support students from a variety of backgrounds. Please also see our [general entry requirements](#) for taught programmes. Applicants who do not meet our published entry requirements are encouraged to contact our admissions team for further advice and guidance.

## Typical applicant profile and any programme-specific entry requirements

Graduate entrants to the programme will normally have an Honours degree or equivalent. Recent graduates would generally have achieved an upper second class honours degrees in any field. It is anticipated that this degree will evoke interest from international students for whom such qualification is not available in their home country. Applicants whose first language is not English will be required to demonstrate English language skills to IELTS 6.5 or equivalent.

Applicants who are in employment may qualify for entry without holding a first degree. The University welcomes applicants with non-standard or no formal qualifications and applicants will be assessed through a recruitment process based on an interview, employment history or other evidence of achievement and ability to benefit from the course. This is a particularly important access route for those who may have significant experience and capability and are seeking validation and development of knowledge and ability that they may already possess due to their extensive sector employment history.

**Do applicants required a Disclosure and Barring Service (DBS) Check?**

**No**

### **Opportunities for students on successful completion of the programme**

On successful completion of this award, students from all backgrounds will find their employment prospects enhanced and their understanding of the multiple facets of risk and resilience in a business context significantly deepened. Managers will have gained the requisite knowledge and analytical skills to enable them to perform at higher management levels in their organisations; recent graduates or people employed outside the resilience sector are more likely to be able to obtain employment in the component industries; and current employees will be better equipped to seek promotion. All graduates will have developed transferable skills that can be used in a wide range of employment roles.

### **Recognition of Prior Learning**

Previous study, professional and / or vocational experiences may be recognised as the equivalent learning experience and permit exemption from studying certain modules. Please refer to our [Credit Accumulation webpages](#) for further guidance.

### **Credit Transfer**

There may be some applicants who are able to use Accredited Prior Learning (APL) to apply for exemptions for some of the MBA modules, dependent on the level of the prior learning, award or certification and the ability to map them to the Modules. All APL assessments will be conducted by a formally constituted APL Committee, in accordance with University Regulation on the Credit Accumulation and Transfer Scheme dated June 2011. Also graduates of the Frontier Risks SRMC Course will be eligible for exemption from Year One of the MBA through the Group Directive for Advanced Standing Arrangements for successful graduates of a specific course run by Frontier Risks. The APL would be against the first 4 Modules (a total of 60 credits).

### **Student Support**

During the course of their studies, students will be supported in the following ways:

- At the start of their studies all students will receive a full **induction** to the programme which will include introduction to the staff responsible for delivering the course, and access to library and IT facilities
- The **Programme Handbook** will outline the exact nature of the course and how it is structured, including the availability of option modules
- Each student will be allocated a **Personal Tutor** who will support their academic development, be able to advise and guide them with their studies and, where necessary, give advice on study options
- Students will be able to access our full range of **support services**, including the Learning Development Unit for skills and study support, the Library, the Careers and Employability Team, Student Finance Team, Accommodation and Counselling Services

### **Programme specific support (if applicable)**

In this FDL/Distance Learning MBA, teaching and learning make use of the VLE, Blackboard and comprises of a range of activities. The use of Blackboard provides students with continuous access to learning materials, discussion boards, wikis as well as the full range of library facilities and library databases. Throughout the award the objective is to enhance the knowledge, skills and analytical ability of students to enable them to proceed with their careers in business organisations. This objective is met by a combination of self-study, directed research and investigation, on-line tutor support and Blackboard materials. Input is not limited to tutor input though – the programme team make regular use of guest speakers and these sessions can be recorded and made available to online learners. Similarly, student presentations are encouraged and these help to enable students to develop important personal skills needed to proceed with their careers in business organisations.



## Appendices

### Quality Assurance

<b>Awarding Body:</b>	Buckinghamshire New University
<b>Language of Study:</b>	English
<b>QAA Subject Benchmark Statement(s):</b>	QAA Subject Benchmark Statement, Master's Degrees in Business and Management, January 2015
<b>Assessment Regulations:</b>	<i>Academic Assessment Regulations</i> , accessible via the Academic Advice webpages ( <a href="https://bucks.ac.uk/students/academicadvice">https://bucks.ac.uk/students/academicadvice</a> )
<b>Does the Fitness to Practise procedure apply to this programme?</b>	No
<b>Ethics Sub-committee</b>	School of Aviation Security: Security and Resilience
<b>Date Published / Updated:</b>	February 2020
<b>Date programme re-approval required:</b>	2025-26

### Other awards available on programme (Exit Qualifications)

Please refer to the *Academic Qualifications Framework* for Exit Qualifications recognised by the University and credit and module requirements.

<b>Name of Exit Qualification:</b>	Postgraduate Certificate (PGCert)
<b>Full name of Qualification and Award Title:</b>	<ul style="list-style-type: none"> <li>PG Certificate in International Business Administration</li> </ul>
<b>Credits requirements:</b>	60 credits
<b>Module requirements:</b>	All 60 credits in Year One (FR SRMC APL entrants not eligible) SE712; SE713; MB757; MB756
<b>Learning Outcome</b>	
Critically evaluate a range of risk events in the context of contemporary enterprise, including security, risk management operations	
Analyse current international RM practice and develop, through synthesis of appropriate RM measures and principles, a range of coherent and integrated risk management strategies	
Critically evaluate and theorise on Global Security including strategic, organisational and internal/external context and reflect on a range of case studies.	
Devise and prepare for implementation a framework for an organisation or entity based on a cause agnostic approach to Risk Management	
Discuss risks through the evaluation of likelihood and consequence, integrating the concepts of risk tolerance, acceptability and risk appetite in complex situations.	
Demonstrate an in-depth understanding of the theories and processes involved in the implementation of effective business continuity management	
Critically analyse approaches to international crisis management and how organisations become vulnerable in a crisis	

Critically reflect upon the challenges in determining the range and complexities of disasters and crisis response.

Critically reflect and discuss the complexities and challenge of strategic decision making and implement substantial theoretical and practical solutions.

Discuss and evaluate the importance of media management and be able to demonstrate the strategies required to deal with media situations in a crisis.

Critically analyse and evaluate theories methodologies and approaches to risks and threats which can substantially impact an organisation's resilience.

Review and evaluate the holistic management and governance of organisational resilience from the perspective of an executive board and c suite function.

Identify and specify the core components and competencies of frontline teams which contribute most to fully to risk management and organisational resilience within larger international organisations.

Examine and effectively critique leadership roles in relation to handling major incidents and crisis both from internal employee management, and external stakeholder perspectives.

Identify, evaluate and address emerging challenges and future direction of business risks and threats that emanate from substantial manmade and natural hazards.

Critically analyse the major factors and performance requirements of project management.

Analyse and critically review project roles, principles, themes and processes using an appropriate industry standard methodology.

Evaluate the relationship between processes, deliverables, roles and management using key project management techniques.

Evaluate and critique alternative strategies in order to meet stakeholder requirements.

Critically evaluate risk management issues and contingency planning techniques as applied to projects.

<b>Name of Exit Qualification:</b>	<b>Postgraduate Diploma (PGDip)</b>
<b>Full name of Qualification and Award Title:</b>	<b>PG Dip in International Business Administration (60 credits)</b>
<b>Credits requirements:</b>	<b>120 Credits</b>
<b>Module requirements:</b>	<b>ALL 60 Credits in Year One</b> <b>ALL 60 credits in Year Two</b> <b>(excluding the Dissertation or equivalent)</b>  SE712; SE713; MB757; MB756; MB755; MB753; MB751; MB758
<b>Learning Outcome</b>	
Critically analyse and evaluate theories, methodologies and approaches to organisational leadership and leadership development in corporate environment.	
Evaluate the values, mission statements and organisational cultures that are inherent within high performing corporate businesses.	
Demonstrate and evaluate reflective learning to achieve personal and strategic outcomes.	
Critically evaluate individual and team performance in relation to overall business performance.	
Critically reflect on existing market challenges and likely future trends in business risk and opportunities and develop frameworks in order to survive and thrive in a permanently changing environment.	
Critically analyse and evaluate theories, practices and outcomes of talent management processes in different context.	
Design and evaluate leadership development initiatives to meet particular needs.	
Critically review staff management processes in organisational and international settings in order to recommend and implement appropriate strategies.	
Design, implement and evaluate development practices for teams and individuals in their sphere of influence.	
Critically reflect on own leadership styles and capabilities and identify next steps.	
Critically review the methods available to a company to establish itself and trade successfully in the international market.	
Evaluate and compare the financial instruments used by multinational corporations to minimise risk and maximise shareholder returns.	
Critically evaluate international business issues from a financial management perspective.	
Analyse the effectiveness and the role of uniform financial reporting requirements in the internationalisation process.	
Critically analyse and evaluate theories, methodologies and approaches to e-commerce across devices and apps.	
Evaluate the potential threats and emerging legal frameworks that could cause major business disruption and or reputational collateral loss, either emanating from or being introduced into the digital, cyber sphere.	
Identify the functions of digital marketing intelligence and data analytics and critically analyse commercially successful corporate digital footprints in relation to these information channels.	

Identify and evaluate current challenges and future direction of business risks and threats that emanate from the digital/cyber sphere and which may significantly impact c suite governance and business responsibilities.