FPROGRAMME SPECIFICATION

KEY FACTS

<table>
<thead>
<tr>
<th>Programme name</th>
<th>Full-Time MBA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Award</td>
<td>MBA</td>
</tr>
<tr>
<td>School</td>
<td>Cass Business School</td>
</tr>
<tr>
<td>Department or equivalent</td>
<td>Cass MBA Programme</td>
</tr>
<tr>
<td>Programme code</td>
<td>PSDMBA</td>
</tr>
<tr>
<td>Type of study</td>
<td>Full Time</td>
</tr>
<tr>
<td>Total UK credits</td>
<td>230</td>
</tr>
<tr>
<td>Total ECTS</td>
<td>115</td>
</tr>
</tbody>
</table>

PROGRAMME SUMMARY

The core content is delivered in four blocks, each worth 25 credits. Each block clusters compatible modules within identifiable business disciplines and they will require you to apply module-specific skills and knowledge to develop an integrated understanding and response to key business issues. Each block is finalised by a week of integrative learning designed by the lecturers of the 3 disciplines you have studied. The elective block comprises a free choice from a range of modules, which can be chosen to develop your specialist or generalist expertise. In the final stage, you will produce a Business Mastery Project, focusing on a minimum of two disciplines studied during your MBA and of maximum 15,000 words.

The following is an outline of the FT MBA Structure:

**Block 1 - Strategy and Organisations**
Accounting & Financial Reporting (20 hours face-to-face teaching)
Organisational Behaviour (20 hours face-to-face teaching)
Strategy (20 hours face-to-face teaching)
Block 1 Integration Week (20 hours face-to-face teaching)
Block 1 = 25 credits

**Block 2 - The Financial Environment**
Markets and Investments (20 hours face-to-face teaching)
Analytics for Business (20 hours face-to-face teaching)
Business in the Global Economy (20 hours face-to-face teaching)
Block 2 Integration Week (20 hours face-to-face teaching)
Block 2 = 25 credits

**Block 3 - Creating Management Advantage**
Human Resource Management (20 hours face-to-face teaching)
Operations Management (20 hours face-to-face teaching)
Marketing (20 hours face-to-face teaching)
Block 3 Integration Week (20 hours face-to-face teaching)
Block 3 = 25 credits

Block 4 - Knowledge and Policy
Corporate Governance (20 hours face-to-face teaching)
Corporate Finance (20 hours face-to-face teaching)
Digital Technologies and Business Innovation (20 hours face-to-face teaching)
Block 4 Integration Week (20 hours face-to-face teaching)
Block 4 = 25 credits

Strategy Project
10 Credits

International Consultancy Trip
10 credits

Electives
Chosen from a range of specialist and general electives
Elective modules are either 10 or 5 credits per module. A total of 60 elective credits must be achieved.

Business Mastery Project = 50 credits

MBA Programme Total = 230 credits

Aims

The aim of the Full Time MBA is to educate you as managers and business specialists and thus to strengthen the quality of the management of public, private and not-for-profit organisations both small and large and with both formal and informal structures. The Programme adds value to your first degree(s) and previous experience through the development of an integrated and critically aware understanding of management and organisations and preparing you to fulfil organisational roles in a highly effective manner at a very senior level. The aim is fourfold:

- develop a sound understanding of organisations, their management and their changing external context
- build strong career potential in business and management by developing highly professional skills and an attitude towards leadership, change and enterprise which is at once both positive and critical
- to reflect the dynamism and vibrancy of the current business and management environment

- strengthen your ability to apply knowledge and understanding to complex issues, both systemically and creatively, so that theory is converted into practice from a critical and informed perspective, thereby enhancing organisational effectiveness and competitiveness

- enhance your lifelong learning skills to ensure continuing self-direction and originality in personal effectiveness and expertise.

WHAT WILL I BE EXPECTED TO ACHIEVE?

On successful completion of this programme, you will be expected to be able to:

Knowledge and understanding:

- Demonstrate a sound understanding of organisations, their management and their changing external context
- Demonstrate a sound conceptual understanding of leading edge research such that you can evaluate its validity and its relevance to current issues and can extrapolate its significance to new and unfamiliar situations and problems

Skills:

- Design investigative methods for issues of competitive or organisational value: identify relevant data and workable analytical approaches in order to produce reliable conclusions
- Apply knowledge and understanding to complex issues, both systemically and creatively, so that theory is converted into practice from a critical and informed perspective, thereby enhancing organisational effectiveness and competitiveness
- Develop your lifelong learning skills to ensure continuing self-direction and originality in personal effectiveness and expertise
- Identify issues of value to management practice or organisational effectiveness
- Communicate effectively orally and in writing using a wide range of media
- Think critically and creatively: organise thoughts, analyse, synthesise, critically appraise, including the ability to identify assumptions, evaluate statements in terms of evidence, detect false logic, define terms adequately and generalise appropriately
- Operate in a variety of inter-personal and team roles and take leadership roles where appropriate
- Solve problems and make decisions: establish criteria, use appropriate decision making techniques including identifying, formulating and solving business problems, identify and evaluate options, implement and evaluate the effectiveness of solutions
- Scan and organise data, abstracting meaning from information and disseminating knowledge

Values and attitudes:
• Develop a strong career potential in business and management by developing highly professional skills and an attitude towards leadership, change and enterprise which is at once both positive and critical and which reflects the dynamism and vibrancy of the current business and management environment
• Dedicate your performance under both favourable and unfavourable conditions
• Demonstrate a real interest in managerial excellence
• Learn quickly and confidently how to apply your skills and knowledge on the job
• Understand the ethics (especially the concept of “fair play”) in the practice of business in all the areas covered by your programme
• Demonstrate an ethical approach to work, which resonates to that of a professional business person.
• Work effectively within a team, while being tolerant of disagreement, open and sensitive to diversity in business, cultures and people
• Engage in reflective, adaptive and collaborative learning
• Engage with a number of different approaches to learning, teaching assessment and inter-personal communication

This Programme has been developed in accordance with the QAA Subject Benchmark for Business and Management.

HOW WILL I LEARN?

The breadth and structure of the MBA as a Masters level programme demands a compatible breadth in learning strategies and assessment methods. You will be required to complete extensive preparation for lecture sessions and are encouraged to learn from each other's practical experience through extensive group-work.

The programme reflects the pedagogic philosophy of Cass Business School: advanced, technically challenging and integrated education to prepare business professionals and leaders to operate at decision-making levels.

Core theory is learned through textbooks, handbooks and self-study. Understanding and application of theory is developed through case teaching, formal lectures, group work, seminars, discussions, workshops, exercises and projects.

Professional skills typically involve experiential learning methodology.

Emphasis is placed upon the specific acquisition of both the theoretical foundations of various decision-making tools and their application in practical, real-world contexts. You will present some of your work to lecturers, visiting experts, and other members of the class, which will give invaluable practice in using, applying and expressing complex subject matter clearly and concisely to a business audience. You will undertake individual and group-work (some of which may be undertaken in semi-virtual teams) for the preparation of case studies, research tasks, and other assignments. This aims to consolidate your
acquired knowledge and also build your interpersonal and communication skills which are essential for your further career development.

A variety of teaching modes will be used (lectures, discussions, case studies, group work and individual activities) to enhance the quality of learning and to develop your interpersonal and teamwork skills. Your development and guidance will also be an important aspect of these sessions. You will evaluate each workshop and your feedback will be incorporated into a strategy of quality maintenance and improvement.

Independent/self-study will enhance and build upon the face-to-face contact for each module, support your achievement of the learning outcomes, and encourage the completion of the programme. Materials to support learning are provided on-line through an appropriate Virtual Learning Environment (VLE), which has been chosen for this programme. When necessary, you will be supported with printed versions of the learning material as a complementary resource to electronic or computer-based material.

Learning materials will consist of some or all of the following:

- Structured study guides (to assist students to navigate effectively through their materials within a well-defined study timetable)
- Appropriate readings (books and textbooks plus other carefully selected materials such as full-text journal articles)
- Exercises and other self-assessment activities
- Case studies
- Review questions and questions for group discussion
- Glossary
- Useful web links and internet resources
- References
- Specimen examinations

Summary of Course Hours (approximate)
Contact Hours = 654*
Self Study = 1546*
Total = 2200*
*Plus International Consultancy Week
Assessment and Assessment Criteria

Assessment aims to evaluate students’ ability to handle complex business and organisational situations holistically with particular strengths in analysing, synthesising and solving complex unstructured business problems and implementing agreed solutions effectively and efficiently.

To achieve this, students need to demonstrate:

- systemic understanding of organisations, their external context and how they are managed
- application of relevant knowledge to a range of complex situations taking account of interconnectedness internally and externally with other parts of the organisation and with stakeholder organisations
- critical awareness of current issues in business and management and leading edge research and practice in the field, including sound understanding of how research is used to develop and interpret knowledge in this field
- understanding of appropriate techniques for detailed investigation of vital business and management issues
- ability to identify, analyse and evaluate the validity of relevant data, and to synthesise varied and complex information in order to apply it to new and unrelated situations or problems
- ability to communicate complex, policy-oriented information effectively using a wide range of media.

Assessment criteria relate to validity, reliability and fairness, assessing appropriate aspects of knowledge and skill, supporting the aims of learning and teaching, providing opportunities for feedback wherever appropriate and open to external scrutiny (for example by external examiners) as appropriate.

Assessment Criteria are descriptions, based on the intended learning outcomes, of the skills, knowledge or attitudes that you need to demonstrate in order to complete an assessment successfully, providing a mechanism by which the quality of an assessment can be measured. Grade-Related Criteria are descriptions of the level of skills, knowledge or attributes that you need to demonstrate in order achieve a certain grade or mark in an assessment, providing a mechanism by which the quality of an assessment can be measured and placed within the overall set of marks. Assessment Criteria and Grade-Related Criteria will be made available to you to support you in completing assessments. These may be provided in programme handbooks, module specifications, on the virtual learning environment or attached to a specific assessment task.

Assessment is carried out according to context and purpose and, where different methods of assessment are in use, recognises that you may exhibit different aptitudes in different forms of assessment. Also assessment methods encourage you and give you credit for clear explanations and a high standard of English.

You will be assessed through a number of diverse, but complementary, methods, including examinations (primarily paper-based), invigilated coursework (tests under exam conditions), non-invigilated individual coursework, assessed group-work (for example case studies and business plans) and class presentations.
A major course project (Business Mastery Project) facilitates the integration of learning and is designed and managed by students with considerable independence, and support and advice from an academic supervisor: it provides a clear assessment of both the growth of independence of learning and the ability to integrate learning from the MBA in a holistic way.

Feedback on assessment

Feedback will be provided in line with our Assessment and Feedback Policy. In particular, you will normally be provided with feedback within three weeks of the submission deadline or assessment date. This would normally include a provisional grade or mark. For end of module examinations or an equivalent significant task (e.g. an end of module project), feedback will normally be provided within four weeks. The timescale for feedback on final year projects or dissertations may be longer. The full policy can be found at: https://www.city.ac.uk/__data/assets/pdf_file/0008/68921/assessment_and_feedback_policy.pdf

Assessment Regulations

In order to pass your MBA Programme, you must successfully complete all the relevant modules and assessments and therefore acquire the required number of credits (230).

The pass mark for each module is 50%, with a minimum component mark of 40 for Blocks 1-4. More details on each module’s assessment regulations can be found in the relevant module descriptor.

If you fail an assessment component or a module, the following will apply:

Resit: you will be offered one resit attempt. If you are successful in the resit, you will be awarded the credit for that module. The mark for each assessment component that is subject to a resit will be capped at the pass mark for the module. This capped mark will be used in the calculation of the final module mark together with the original marks for the components that you passed at first attempt.

If you do not meet the pass requirements for a module and do not complete your resit by the date specified, the Assessment Board may require that you be withdrawn from the Programme.

A student who has not met the pass requirements for a Module due to failure in a resit may, at the discretion of the Assessment Board and under exceptional circumstances, be offered a second resit subject to the following conditions:

1. The resit is permitted for no more than one assessment component
2. The student does not attend City, and access is limited to certain learning resources for the component being repeated,
3. The marks that can be achieved for the component being repeated is capped at the module and/or component pass marks,
4. The student retains the marks for the modules and/or components already
passed,
5. No further resit opportunities are permitted.

Where the Assessment Board is satisfied that a further opportunity to take the original assessment is not possible or is inappropriate, it may arrange for an alternative assessment task to be set, on the condition that it must be an equivalent task which will enable the relevant Learning Outcomes to be demonstrated.

If you would like to know more about the way in which assessment works at City, please see the full version of the Assessment Regulations at:
http://www.city.ac.uk/__data/assets/word_doc/0003/69249/s19.doc

**WHAT AWARD CAN I GET?**

The Masters Degree will be awarded if the student achieves:
   i) 230 credits (required core and correct number of elective modules)
   ii) An award mark of no less than 50%

The Masters Degree with Merit will be awarded if the student achieves
   i) 230 credits (required core and correct number of elective modules)
   ii) An award mark of between 65% and 69.9%
   iii) No modules failed at the first attempt

The Masters Degree with Distinction will be awarded if the student achieves
   i) 230 credits (required core and correct number of elective modules)
   ii) An award mark of at least 70%
   iii) No modules failed at the first attempt*

*If a student fails one module at the first attempt, and subsequently passes that module, and achieves an award mark of 70% or above, they will be eligible for a Merit.

**Master's Degree:**

<table>
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<th>Part</th>
<th>HE Level</th>
<th>Credits</th>
<th>Weighting (%)</th>
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<tr>
<td>Degree</td>
<td>7</td>
<td>230</td>
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<table>
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<tr>
<th>Class</th>
<th>% required</th>
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<tbody>
<tr>
<td>With Distinction</td>
<td>70</td>
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<tr>
<td>With Merit</td>
<td>65</td>
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<tr>
<td>Without classification</td>
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**WHAT WILL I STUDY?**

**Core Modules**

<table>
<thead>
<tr>
<th>Module Title</th>
<th>SITS Code</th>
<th>Module Credits</th>
<th>Core/Elective</th>
<th>Can be Compensated?</th>
<th>Level</th>
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<tbody>
<tr>
<td>Block 1: Strategy and Organisations</td>
<td>MBM406</td>
<td>25</td>
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<tr>
<td>Block 2: The Financial Environment</td>
<td>MBM407</td>
<td>25</td>
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<td>Block 3: Creating Management Advantage</td>
<td>MBM408</td>
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<td>Block 4: Knowledge and Policy</td>
<td>MBM409</td>
<td>25</td>
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<td>Strategy Project</td>
<td>MBM536</td>
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<td>International Consultancy Week</td>
<td>MBM545</td>
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<td>Business Mastery Project</td>
<td>MBM100</td>
<td>50</td>
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**Indicative electives**

The elective module list (below) is indicative and is not a definitive list of modules offered as these vary from year to year.

<table>
<thead>
<tr>
<th>Module Title</th>
<th>SITS Code</th>
<th>Module Credits</th>
<th>Core/Elective</th>
<th>Can be Compensated?</th>
<th>Level</th>
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<tbody>
<tr>
<td>Accounting and Financial Analysis</td>
<td>MBM501</td>
<td>10</td>
<td>e</td>
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<tr>
<td>Advanced Strategy Analysis</td>
<td>MBM314</td>
<td>10</td>
<td>e</td>
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<td>Applied Corporate Finance 1</td>
<td>MBM104</td>
<td>10</td>
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<tr>
<td>Applied Corporate Finance 2</td>
<td>MBM107</td>
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<tr>
<td>Art of Management</td>
<td>MBM529</td>
<td>5</td>
<td>e</td>
<td>N</td>
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<tr>
<td>Behavioural Finance</td>
<td>MBM530</td>
<td>5</td>
<td>e</td>
<td>N</td>
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<tr>
<td>Branding and Advertising</td>
<td>MBM522</td>
<td>10</td>
<td>e</td>
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<tr>
<td>Building an Enduring Family Business</td>
<td>MBM318</td>
<td>10</td>
<td>e</td>
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<tr>
<td>China International Study Tour</td>
<td>MBM137</td>
<td>10</td>
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<tr>
<td>Competitive Intelligence</td>
<td>MBM544</td>
<td>5</td>
<td>e</td>
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<tr>
<td>Consulting to Management</td>
<td>MBM113</td>
<td>10</td>
<td>e</td>
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<tr>
<td>Corporate Strategy for a Globalizing World</td>
<td>MBM167</td>
<td>10</td>
<td>e</td>
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<tr>
<td>Derivatives</td>
<td>MBM512</td>
<td>10</td>
<td>e</td>
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<tr>
<td>Design Thinking</td>
<td>MBM178</td>
<td>5</td>
<td>e</td>
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<tr>
<td>Forecasting</td>
<td>MBM515</td>
<td>10</td>
<td>e</td>
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<tr>
<td>Frontiers of Strategy</td>
<td>MBM517</td>
<td>10</td>
<td>e</td>
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<td>7</td>
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<tr>
<td>Global Real Estate Markets</td>
<td>MBM316</td>
<td>10</td>
<td>e</td>
<td>N</td>
<td>7</td>
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<tr>
<td>India Global Outsourcing</td>
<td>MBM539</td>
<td>10</td>
<td>e</td>
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<tr>
<td>Innovation and Entrepreneurship</td>
<td>MBM109</td>
<td>10</td>
<td>e</td>
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<tr>
<td>The New Strategic Landscape</td>
<td>MBM126</td>
<td>10</td>
<td>e</td>
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<tr>
<td>International Financial Management</td>
<td>MBM518</td>
<td>10</td>
<td>e</td>
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<tr>
<td>Investment Strategy and Practice</td>
<td>MBM163</td>
<td>10</td>
<td>e</td>
<td>N</td>
<td>7</td>
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<tr>
<td>Investments and Derivatives</td>
<td>MBM121</td>
<td>10</td>
<td>e</td>
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TO WHAT KIND OF CAREER MIGHT I GO ON?

If you would like more information on the Careers support available at Cass, please go to: Cass Careers Online [www.cass.city.ac.uk/careersonline](http://www.cass.city.ac.uk/careersonline)

WHAT STUDY ABROAD OPTIONS ARE AVAILABLE?

No formal options available, however you will be located overseas for your International Consultancy Week, and you may choose to complete an Internship as the basis for your Business Mastery Project and this could be located overseas.

WILL I GET ANY PROFESSIONAL RECOGNITION?

**Accreditation Body**  Association of MBAs

**Nature of Accreditation**
Periodic re-accreditation every 4-5 years

Approval of quality of design, delivery and administrative support

HOW DO I ENTER THE PROGRAMME?

Applicants will normally be required to hold:

- a good university degree or appropriate professional qualification. Candidates who do not have a degree or a professional qualification may be considered on the basis of evidence of their ability to study successfully at postgraduate level
  - a balanced GMAT of 600 or above
  - a minimum of three years full-time relevant work experience gained after graduation and
  - if English is not the candidate's first language, they will require a minimum well-balanced IELTS score of normally 7.0. This may be waived if the candidate has worked or studied in an English-speaking environment for at least a year.

Applicants will also be required to submit a resume and two professional referee reports.

All offers will be subject to face-to-face or telephone interviews, where interpersonal skills and English proficiency will also be assessed before formal acceptance onto the programme. Candidates whose language competence is considered weak, may be required to take a Pre-sessional English programme before commencing the MBA programme.

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Version date: August 2016
For use from: 2016-17