Definitive Programme Document

MASTERS OF BUSINESS ADMINISTRATION: LEADERSHIP

(SENIOR LEADER DEGREE APPRENTICESHIP)

Awarding institution	Bath Spa University
Teaching institution	Bath Spa University
School	College of Liberal Arts
Department	Bath Business School
Main campus	Newton Park
Other sites of delivery	n/a
Other Schools involved in delivery	n/a
Name of award(s)	Masters of Business Administration: Leadership
	Masters of Business Administration (Senior Leader Degree Apprenticeship)
Qualification (final award)	MBA
Intermediate awards available	PgCert Business Administration: Leadership PgDip Business Administration: Leadership
Routes available	n/a
Sandwich period	n/a
Duration of award	MBA - 2 years part-time MBA [SLDA - 2 ½ years part-time with End Point Assessment]
Modes of delivery offered	blended learning
Regulatory Scheme[1]	Apprenticeship Academic Framework Taught Postgraduate Framework
Exemptions from regulations/framework	No
Professional, Statutory and Regulatory Body accreditation	Chartered Management Institute (CMI) L7 Diploma in Management & Leadership
Date of most recent PSRB approval (month and year)	June 2018
Renewal of PSRB approval due (month and year)	n/a
UCAS code	n/a
Route code (SITS)	
Apprenticeship Standard (including date of publication)	Senior Leader Master's Degree Apprenticeship Approved for delivery February 2018
Relevant QAA Subject Benchmark Statements (incl. date of publication)	Master's Degree in Business and Management June 2015
Date of most recent approval	
Date specification last updated	July 2018

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[1] This should also be read in conjunction with the University's Qualifications Framework

Programme Overview

The Bath Business School MBA provides executive leadership education and professional career development for individuals with existing management experience who are looking to advance into senior or strategic roles in private, public or third sector organisations. The course is accredited by the Chartered Management Institute (CMI), and the work-based learning content enables students to align their professional development with the current needs of their own organisation and/or sector. They have the opportunity to gain CMI Chartered Fellow, or Chartered Manager status, in addition to securing an internationally recognised postgraduate management degree.

The course content and assessment is mapped against both the CMI's 'L7 Qualification in Strategic Management & Leadership' and the 'Senior Leader Degree Apprenticeship Standard'. It has been created, and is delivered through close consultation and collaboration with employers, ensuring that students on the course graduate equipped with the leadership skills their organisations and sectors need in an ever-changing and challenging business environment.

Students on the MBA (Senior Leader Degree Apprenticeship) go on to complete an End Point Assessment after successful completion of the MBA, supported in partnership by Bath Business School and the University, the CMI, and their employer.

The Bath Business School MBA enables students to develop an informed and professional understanding of how to manage complexity, diversity and change. They graduate from the MBA able to embody creative and innovative approaches to lead on the challenges facing their teams, organisations, and sectors.

Programme Aims

1. To further develop students' conceptual understanding of theoretical and practical knowledge and expertise in business, management and leadership;
2. To engage students in current debates on strategic business, management, and leadership issues, and to enable them to critically reflect on complex and difficult issues in the context of social, political and economic change;
3. To enable students to take an international perspective about business, management and leadership to deepen their understanding of the impact of globalisation on business, societies and the environment;
4. To support the development of strategic leaders who can work effectively in a range of roles, drawing on a broad mix of transferable professional skills and experience;
5. To foster and support advanced level professional leadership development through scholarly enquiry, peer discussion, evaluation, work-based learning and reflective practice;
6. To support the development of the skills necessary to strategically research and lead on business issues to produce a substantial body of work, for a range of stakeholders, underpinned by relevant analysis and reflection;
7. To challenge students to experience leadership and management most relevant to their chosen career path and develop lifelong learning skills, including an enthusiasm for business and learning as part of personal professional development.

Programme Intended Learning Outcomes (ILOs)

(NB These are the ILOs for the overall award and are taken from the Senior Leadership Degree Apprenticeship Standard)

Area		What is Required	Where it is met	
			MBA	SLDA
A	**Knowledge**	**Organisational Performance – delivering a long-term purpose**		
A1	Strategy	Knows how to shape organisational vision, culture and values. Understands organisational structures; business modelling; diversity; global perspectives; governance and accountability; the external environment, social, technology and policy implications. Understands new market strategies, changing customer demands and trend analysis	✓	✓
A2	Innovation and Change	Understands innovation; the impact of disruptive technologies (mechanisms that challenge traditional business methods and practices); drivers of change and new ways of working across infrastructure, processes, people and culture and sustainability. Knowledge of systems thinking, knowledge/data management, and programme management.	✓	✓
A3	Enterprise and Risk	Knowledge of ethics and values based leadership; regulatory environments, legal, H&S and well-being and compliance requirements; corporate social responsibility; risk management, environmental impact and cyber security. Understands competitive strategies and entrepreneurialism, approaches to effective decision making, and the use of big data and insight to implement and manage change.	✓	✓
A4	Finance	Understands financial strategies including scenarios, modelling and identifying trends, application of economic theory to decision-making, and how to evaluate financial and nonfinancial information. Understands financial governance and legal requirements, and procurement strategies.	✓	✓
B	**Knowledge**	**Interpersonal Excellence – leading people and developing collaborative relationships**		
B1	Leading and Developing People	Knowledge of organisational/team dynamics and how to build engagement and develop high performance, agile and collaborative cultures. Understands approaches to strategic workforce planning including talent management, learning organisations, workforce design, succession planning, diversity and inclusion.	✓	✓

B2	Developing Collaborative Relationships	Understands large scale and inter-organisational influencing and negotiation strategies. Knowledge of the external political environment and use of diplomacy with diverse groups of internal and external stakeholders. Understands working with board and company structures. Knowledge of brand and reputation management.	✓	✓
C	**Skills**	**Organisational Performance – delivering a long-term purpose**		
C1	Strategy	Use of horizon scanning and conceptualisation to deliver high performance strategies focusing on growth/sustainable outcomes. Sets a clear agenda and gains support from key stakeholders. Able to undertake research, and critically analyse and integrate complex information.	✓	✓
C2	Innovation and Change	Initiates and leads change in the organisation, creates environment for innovation and creativity, establishing the value of ideas and change initiatives and drives continuous improvement. Able to manage conflict. Manages partnerships, people and resources effectively, and measures outcomes. Acts where needed as a Sponsor, championing projects and transformation of services across organisational boundaries.	✓	✓
C3	Enterprise and Risk	Challenge strategies and operations in terms of ethics, responsibility, sustainability, resource allocation and business continuity/risk management. Application of principles relating to Corporate Social Responsibility, Governance, Regulatory compliance. Drives a culture of resilience and supports development of new enterprise and opportunities.	✓	✓
C4	Finance	Oversees financial strategies/management, results and setting organisational budgets, and challenges financial assumptions underpinning strategies. Is accountable for decisions based on relevant information e.g. Key Performance Indicators/scorecard. Uses financial data to allocate resources. Oversees procurement, supply chain management and contracts.	✓	✓
D	**Skills**	**Interpersonal Excellence – leading people and developing collaborative relationships**		
D1	Engaging Employees	Uses personal presence and "storytelling" to articulate and translate vision into operational strategies, demonstrating clarity in thinking and using inspirational communication. Creates an inclusive culture, encouraging diversity and difference. Gives and receives	✓	✓

		feedback at all levels, building confidence and developing trust, and enables people to take risks.		
D2	Leading and Developing People	Enables an open and high performance working, and sets goals and accountabilities for teams and individuals. Leads and influences people, building constructive working relationships across teams, using matrix management where required. Ensures workforce skills are utilised, balancing people and technical skills and encouraging continual development.	✓	✓
D3	Building Collaborative Relationships	Manages complex relationships across multiple and diverse stakeholders. Builds trust and rapport, with ability to positively challenge. Leads beyond area of control/authority, and able to influence, negotiate and use advocacy skills to build reputation and effective collaborations.	✓	✓
E	**Behaviours**	**Personal and interpersonal effectiveness** (developed and exhibited in the workplace)		
E1	Leads by Example	Has high levels of self-awareness, emotional and social intelligence, empathy and compassion, and able to identify mental well-being in others. Works collaboratively enabling empowerment and delegation. Acts with humility and authenticity, is credible, confident and resilient.	✓	✓
E2	Judgement and Challenge	Takes personal accountability aligned to clear values. Demonstrates flexibility and willingness to challenge when making decisions and solving problems. Instills confidence demonstrating honesty, integrity, openness, and trust.	✓	✓
E3	Courage and Curiosity	Is confident and brave, willing to innovate, seeks new ideas and looks for contingencies. Manages complexity and ambiguity, comfortable in uncertainty, and is pragmatic.	✓	✓
E4	Valuing Difference	Engaging with all – is ethical and demonstrates inclusivity, recognising diversity, championing, and enabling cultural inclusion. Empowers and motivates to inspire and support others.	✓	✓
E5	Professional	Reflects on own performance, demonstrates professional standards in relation behaviour and ongoing development. Advocates the use of good practice within and outside the organisation.	✓	✓

Intermediate awards

PgCert Intended Learning Outcomes

A1, A2, A3, A4
B1, B2
C1, C2, C3, C4
D1

PgDip Intended Learning Outcomes

All ILOs met

Programme content

This programme comprises the following modules

Key:
Core = C
Required = R
Optional = O
Not available for this status = N/A
If a particular status is greyed out, it is not offered for this programme.

Masters of Business Administration: Leadership				Status of module
Level	Code	Title	Credits	
7	BM7201	Leading, Managing and Developing People	15	C
7	BM7202	Strategic Management	15	C
7	BM7203	Leading Change and Innovation	15	C
7	BM7204	Governance and Risk Management	15	C
7	BM7205	Strategic Marketing Management	15	C
7	BM7206	Corporate Financial Management	15	C
7	BM7207	Project Management	15	C
7	BM7208	Professional Development Portfolio	15	C
7	BM7209	Work Based Consultancy Project	60	C

Assessment methods

A range of summative assessment tasks will be used to test the Intended Learning Outcomes in each module. These are indicated in the attached assessment map which shows which tasks are used in which modules.

Students will be supported in their development towards summative assessment by appropriate formative exercises.

End Point Assessment for SLDA

Students on the Senior Leader Degree Apprenticeship need to complete the End Point Assessment (EPA). Full details are outlined within the 'Senior Leader Master's non-integrated Degree Apprenticeship End Point Assessment Plan', and are set out in the BSU Degree Apprenticeship Handbook.

Work-based learning

The MBA Leadership (Degree Apprenticeship) is designed for people who are already employed, working in a management capacity, and supported to take the course as professional career development by their organisation. Students are encouraged to use examples and case studies to relate the wider contexts of academic scholarship and debates about current best practice in business management and leadership, to real world examples relevant to their own organisations and sector.

Work-based learning, the development of professional portfolio, and the work-based consultancy project are underpinned by the taught modules, and supported by a Bath Business School based mentor and a work based mentor..

Graduate Attributes

	Bath Spa Graduates…	**In Business, Management and Leadership**
1	Will be employable: equipped with the skills necessary to flourish in the global workplace, able to work in and lead teams	The embedded work-based experience and assessment on this course ensures students leave with practical experience, executive level skills, and will have further developed their own professional networks.
2	Will be able to understand and manage complexity, diversity and change	The nature of the business sector today means that students graduate with a nuanced understanding of complexity and are both resilient and ready to adapt in a diverse range of constantly changing situations and contexts.
3	Will be creative: able to innovate and to solve problems by working across disciplines as professional or artistic practitioners	An MBA requires creative innovative approaches to the challenges facing different sectors - through practical experience, and theoretical underpinning, students graduate understanding how important creativity, innovation, and collaboration are for organisations and its stakeholders.

4	Will be digitally literate: able to work at the interface of creativity and technology	From access to the University's digital resources, through to constant engagement with how digital technology is transforming a range of aspects of business management and leadership, students graduate from the MBA with digital skills developed in the classroom, and crucially evidenced through practical work-based experience.
5	Will be internationally networked: either by studying abroad for part of the their programme, or studying alongside students from overseas	Business is global regardless as to whether a business trades solely in its' domestic market. The curriculum has an international dimension, so students graduate with an awareness of business, management and leadership functions on the global stage, and with the beginning of their own international professional network. *While the SLDA is specifically designed for individuals living in the UK, in full-time employment and therefore with the right to work, there will be opportunities to engage with international students through guest lectures, workshop sessions, etc. offered periodically to the whole Bath Business School postgraduate cohort.*
6	Will be creative thinkers, doers and makers	MBA graduates are strategic and creative thinkers, leaders and team players. They start the course with their own individual management and cultural background, and then move forward to understand how this enables them to contribute to other cultural stakeholders in a more strategic way. Through the work-based elements of the course, they demonstrate how much they bring to organisations, thinking creatively with an enhanced understanding of context, constraints and opportunities.
7	Will be critical thinkers: able to express their ideas in written and oral form, and possessing information literacy	Students on the MBA graduate understanding how to question information and critically assess current policy and practice. They leave with increased experience in communicating with a range of audiences, able to gauge how best to communicate crucial and evidence-based information. They know how to research as graduate scholars, and as business, management, and leadership practitioners.
8	Will be ethically aware: prepared for citizenship in a local, national and global context	Students on the MBA graduate understanding Corporate Social Responsibility and an awareness of ethics and implications for businesses. With a business workforce drawn from local, national, and global resources graduates are prepared for the leadership issues around citizenship.

Modifications

Module-level modifications

Code	Title	Nature of modification	Date(s) of approval and approving bodies	Date modification comes into effect

Programme-level modifications

Nature of modification	Date(s) of approval and approving bodies	Date modification comes into effect

Attached as appendices:

1. Programme structure diagram
2. Map of module outcomes to programme outcomes
3. Assessment map
4. Module descriptors

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Course Structure

PART-TIME TWO YEARS (+ Endpoint Assessment for SLDA)						
YEAR ONE			YEAR TWO			PLUS 6 MONTHS
Trimester 1	Trimester 2	Trimester 3	Trimester 1	Trimester 2	Trimester 3	Oct to March
(Sept to Jan)	*(Feb to May)*	*(June to Sept)*	*(Sept to Jan)*	*(Feb to May)*	*(June to Sept)*	
Professional Development Portfolio * (BM7208-15)						Endpoint Assessment (for Senior Leader Degree Apprenticeship)
Leading, Managing and Developing People (BM7201-15)	Leading Change and Innovation (BM7203-15)	Strategic Marketing Management (BM7205-15)	Corporate Financial Management (BM7206-15)	Work Based Consultancy Project (BM7209-60)		
Strategic Management (BM7202-15)	Governance and Risk Management (BM7204-15)	Project Management (BM7207-15)				

* Assessment for this module is taken in trimester three of second year, but low-res/workshop delivery starts at the beginning of the course to support professional career development and prepare for work-based consultancy project throughout - runs 'long and thin' alongside other taught modules

Map of programme Intended Learning Outcomes (ILOs) against modules

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(SENIOR LEADER DEGREE APPRENTICESHIP)

Module Code	Module Title	Masters of Business Administration: Leadership - Intended Learning Outcomes - Senior Degree Apprenticeship Standard																	
		A) Knowledge: Organisational Performance - delivering a long-term purpose				B) Knowledge: Interpersonal Excellence - leading people and developing collaborative relationships		C) Skills: Organisational performance - delivering a long term purpose				D) Skills: Interpersonal Excellence - leading people and developing collaborative relationships			E) Behaviours: Personal and interpersonal effectiveness				
		A1	A2	A3	A4	B1	B2	C1	C2	C3	C4	D1	D2	D3	E1	E2	E3	E4	E5
BM7201	Leading, Managing and Developing People	✓	✓			✓	✓												
BM7202	Strategic Management	✓	✓	✓	✓														
BM7203	Leading Change and Innovation	✓	✓	✓	✓	✓	✓	✓	✓			✓							
BM7204	Governance and Risk Management			✓	✓					✓	✓								
BM7205	Strategic Marketing Management	✓	✓	✓				✓	✓										
BM7206	Corporate Financial Management	✓		✓	✓			✓		✓	✓								
BM7207	Project Management							✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓
BM7208	Professional Development Portfolio	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
BM7209	Work Based Consultancy Project	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

NB. All modules are level 7, and all modules are core

Map of summative assessment tasks by module

MASTERS OF BUSINESS ADMINISTRATION: LEADERSHIP

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Module Code	Module Title	Coursework				Practical	
		Report	Case Study	Plan *	Work Based Consultancy Project	Presentation	Professional Development Portfolio
BM7201	Leading, Managing and Developing People	✓					
BM7202	Strategic Management		✓				
BM7203	Leading Change and Innovation					✓	
BM7204	Governance and Risk Management		✓				
BM7205	Strategic Marketing Management			✓			
BM7206	Corporate Financial Management	✓					
BM7207	Project Management			✓			
BM7208	Professional Development Portfolio						✓
BM7029	Work Based Consultancy Project				✓		

NB. All modules are level 7, and all modules are core

* Plan = eg. marketing plan, project management plan, etc.