Programme Handbook MBA

Faculty of Social and Professional Sciences (Business School)

Master of Business Administration 2018-19

(Studied in Danish)

Awards include:

PGCert

PGDip

Middlesex University London

Niels Brock

Contents

Introduction

Your Programme Handbook

The purpose of this Handbook is to introduce you to your programme of study and to direct you to other general information about studying at Niels Brock and Middlesex University. The material in this document is as accurate as possible at the date of production; however, you will be informed of any major changes in a timely manner.

Your comments on any improvements to this handbook are welcome. Please put them in writing (an email will suffice) with the name of the Programme Handbook to the Academic Partnerships Operations Team (PartnerOps@mdx.ac.uk).

Information in Alternative Formats

This handbook can be found online at www.niesbrock.dk and on MitNielsBrock (www.mitnielsbrock.dk).

If you have a disability which makes navigating the website difficult and you would like to receive information in an alternative format, please contact the MBA Programme Co-ordinator, Julie Keldsbo Rasvig (jkr@brock.dk) or the Academic Partnerships Operations Team (PartnerOps@mdx.ac.uk) at Middlesex University.

We can supply sections from this publication as:
- a Word document with enlarged type — sent by email or supplied on a memory stick
- printed copy with enlarged type
- printed copy on non-white paper

Other formats may be possible. We will do our best to respond promptly. To help us, please be as specific as you can about the information you require and include details of your disability.

The University Regulations

As a student of Middlesex University you agree to abide by the University Regulations when you enrol and therefore you should read this handbook in conjunction with the Regulations which are available online at; www.mdx.ac.uk/regulations.

Some of the key regulations have been repeated on the Your Study pages on UniHub https://unihub.mdx.ac.uk/your-study .

Welcome to The MBA

Introduction to Niels Brock

Niels Brock – The Start of Danish Business Education

Niels Brock is named after one of the greatest Danish merchants of all time.

Niels Brock himself was known as a humble and honest tradesman who created a very successful business through trading and exporting clothing fabrics and processed foods to countries such as Norway, Sweden, Poland and Russia. Niels Brocks was born in 1731 and passed away in 1802, leaving a sizeable amount of his great estate for the purpose of establishing a school of commerce that would provide education for young self-made businessmen. Niels Brock's business college was established in 1881 and quickly became a well-respected institution of higher education. It is the oldest business college in Denmark and was the beginning of the Danish business education movement.

Today Niels Brock is one of the largest educational institutions in Denmark with four specialist departments, approximately 20,000 full-time and part-time students and approximately 500 members of staff. Because of our great history, strong traditional values and our ability to continue developing our educational methods, we are able to attract the best and the most competent members of staff, which helps ensure the personal and professional growth of our students.

Our modern institution has a lot more in common with the old merchant and its namesake than one would think. What drove the old merchant were strong values and a passion for trade. He understood the significance of education both for the individual, and for society as a whole, and he had a strong international mind-set.

Today, educating skilled and honest businessmen and – women home and abroad is the paramount objective of our institution. We understand the importance of holding on to the good old values, and although Niels Brock develops constantly, we still hold the old merchant as an important role model for the modern institution.

- We are proud of our history and we know that with the name Niels Brock comes great responsibility
- We behave properly in all relations

- We are the preferred school of the corporate world, and we are professional
- We are global and enterprising.

At Niels Brock we adhere to the rules and norms of society and conduct ourselves with respect for natural resources and sustainability. We take the massive responsibility of dealing with and shaping young people very seriously. As the preferred school of the business world, Niels Brock listens to the educational needs of the companies and of society.

We acknowledge our social responsibility and do our upmost to meet the rising demand for vocational skills. The name Niels Brock is associated with innovation and pioneering – a label we constantly seek to live up to as a business school by being on the forefront on so many levels. E.g. through our international activities. Long before anyone began talking about internationalization Niels Brock Business College began its international activities.

Niels Brock is a self-governing institution domiciled in Copenhagen approved by the Minister of Education in accordance with the Act on Vocational Schools. Niels Brock Business College was founded by the Danish Society for the Advancement of Business Education in 1880. The Business College changed its name from Købmandsskolen to Niels Brock in 1991.

Mission

At Niels Brock we are ambitiously and constantly dedicated to developing and offering relevant education programs that:

- Ensure the right competences for the corporate world.
- Optimize the possibilities of the individual.

Vision

It is the Niels Brock ambition to be the most international and innovative business college in Denmark – renowned for our faculty and staff to professionally optimize and facilitate the learning process of our students.

Strategy Tool

Through the last 10 years, Niels Brock has been applying a strategy tool which enables us to update our strategy, to monitor development towards strategic goals and operative actions plans, and to involve employees in the strategy process on an annual basis.

Please contact Programme Co-ordinator Julie Keldsbo Rasvig (jkr@brock.dk) if you have any questions about your entitlements as a student.

Introduction to Middlesex University

Although you will enrol at and attend Niels Brock, the Master of Business Administration (MBA) is a Middlesex University programme and therefore you are a student of both. Within Middlesex University the programme is part of the Business School.

Being a Middlesex student means, in brief, the following:

- If you successfully complete the programme you will receive the Middlesex qualification of Master of Business Administration.
- You may attend the appropriate Middlesex graduation ceremony.
- The Master of Business Administration abides by Middlesex University Regulations which are available online at:
- www.mdx.ac.uk/regulations
- The assessment is set by Middlesex, however all exams and coursework are marked by staff at Niels Brock.
- You have access to the Middlesex student portal 'myUniHub'.
- You do not receive a Middlesex ID card
- You are not a member of the Middlesex University Students' Union

This list is not exhaustive and therefore please contact the Academic Partnerships Operations Team (PartnerOps@mdx.ac.uk) if you have any questions about your entitlements as a Middlesex student.

The following are also important documents which relate to the academic relationship between Niels Brock and Middlesex University:

- **The Memorandum of Co-operation**. This is the formal agreement between Middlesex University and Niels Brock on the delivery of the Programme. The Memorandum, among other things, sets out the responsibilities of both Niels Brock and Middlesex University. In brief these include:

  ➢ **Admissions**
    The admission requirements for the programme shall conform to the University's general entrance requirements and any requirements specific to the programmes. The admission of students shall be undertaken by Middlesex and Niels Brock.

➢ **Enrolment**

Students accepted for the Programme shall be enrolled as students of the University and of the School. They shall be subject to normal rules and regulations of both institutions, except where they are overridden by the provisions of the Memorandum of Co-operation.

➢ **Tuition**

Tuition shall be provided by the School in accordance with the franchised programme and arrangements as described in this programme handbook and subject to the approval of the University, exercised through the Dean of School. The University shall give prior approval for all tutors used on the programme.

➢ **Learning Resources and Support Services**

Please see Part Two on page 24 for information on Learning Resources and your Support Services

➢ **Programme Management and Monitoring**

Please see page 23 and page 33 on the Monitoring and Quality assurance of your Programme

➢ **Assessment**

The assessment of students on the Programmes shall be the responsibility of the Master of Business Administration University's Assessment Board and shall be subject to Middlesex University Assessment Regulations – Please see the University Regulations.

➢ **Complaints**

Please see page 22 on Complaints

If you wish to view this document then please contact the Academic Partnerships Operations Team (PartnerOps@mdx.ac.uk) at Middlesex University.

Welcome from Middlesex Link Tutor and Programme Leader

Welcome to the MBA at Middlesex. It was one of the first MBA programmes developed in the UK and has been offered successfully for over thirty years. However, we continue to update our programme to the evolving world of management and post graduate employability. Today our MBA programme competes with the best in the field, and its students find employment both internationally and across the business spectrum.

We hope that your experience will be fulfilling and enjoyable.

An MBA is a serious commitment in terms of time and money. How much you get out of the programme depends on how much you put in, in terms of contributing, listening and responding to the contributions of others, and in terms of relating material considered on the programme to your previous experience.

While staff will be clear about what you are expected to prepare, you will be expected to manage your time so as to make the most of your skills and personality. The programme is intensive and interactive and therefore we expect all students to keep up regular attendance.

The Link Tutor and Programme Leader is there to support and advise you on academic matters as you progress through the MBA. We look forward to working with you and helping you achieve your learning and career objectives.

Dr Vinaya Shukla and Dr David Kernohan
Link Tutor and Programme Leader Middlesex University

Welcome from the Niels Brock Link Tutor

I take this opportunity to welcome you to Niels Brock and, more specifically, to the Faculty of Executive Education. The Faculty offers the Master of Business Administration (MBA) in collaboration with Middlesex University.

The Master of Business Administration (MBA) is exciting and challenging, but also very rewarding. It will require great diligence from you if you are to achieve a high level of success. The priority of our academic and administrative staff is to help you to produce your best work; to gain as much as possible from your courses and to obtain the qualification you are seeking with the goal of enhancing not only your career, but also your personal development. At Niels

Brock we will do all we can to make your experience here both enjoyable and rewarding. We are happy to help at any time.

I hope you will find your programme an enjoyable learning experience.

Best wishes

Frederik Bjørn Nellemann

Program Director and Link Tutor Niels Brock Executive

Academic Calendar

The Middlesex Academic calendar can be found at:

https://unihub.mdx.ac.uk/your-middlesex/academic-calendars

September 2018

27	New student induction week commences
27	Teaching starts for autumn term

December 2018

15	Last day of teaching in the autumn term

December 2018 / January 2019

19-02	University and Niels Brock closed for Christmas vacation
17-11	Christmas Vacation

January 2019

3	University re-opens after Christmas
18	Teaching starts for winter term

February 2019

11-15	Winter Vacation

April 2019

6	Last day of teaching in the Winter term
13-22	Easter vacation
26	Teaching starts for spring term

April / May 2019

19 and 22	Bank Holiday
25-17	End of year examinations

May 2019

6+27	Bank Holiday (England)

17   Bank Holiday (St. Bededag)

30   Bank Holiday (Kr. Himmelfart)

31   University Closed

June 2019

17 (9am)   Publication of module results for taught modules

27 (5pm)   Publication of progression decisions

5   Bank Holiday (Grundlovsdag)

10   Bank Holiday (2. Pinsedag)

28   Last day of teaching in the Spring Term

July 2019

15-19   Deferred /reassessment examinations (H&E and S&T)

August 2019

19-28   Deferred /reassessment examinations (all students except H&E and S&T)

26   Bank Holiday

September 2019

10 (5pm)   Publication of module results for taught modules

16 (5pm)   Publication of progression decisions

October 2019

7   Deadline for dissertation submissions

Student attendance dates 2018/19

27 Sep – 15 Dec (12 wks)   (new students)

27 Sep – 15 Dec (12 wks)   (returning students)

18Jan – 6 Apr (13 wks)   (new and returning students)

26 Apr – 28 june Oct   only January start

Summer Learning Framework Term dates

Autumn Term	27 sep - 15 Dec 2018	(10 learning weeks)
Winter Term	18 Jan - 6 Apr 2019	(10 learning weeks)
Spring Term	26 Apr – 28 June 2019	(10 learning weeks)
Summer Term	N/A	N/A

Part One - Programme Details

Your Programme Team - Programme staff list and contact details

The following members of staff in Denmark are those who have a major input into your programme and you will be able to find most of these, as well as other important contacts listed in your Key Contacts on https://nielsbrock.dk/videreuddannelse/niels-brock-executive/mba.

Niels Brock Link Tutor

Frederik Bjørn Nellemann

H. C. Andersens Boulevard 2

1553 København V

Telephone: +45 3341 9338

Email: fbn@brock.dk

Middlesex University Link Tutor

Dr Vinaya Shukla

Middlesex University

The Burroughs

London

NW4 4BT

England

Telephone: +44(0)208 411 4247

Email: v.shukla@mdx.ac.uk

Middlesex University Programme Leader

Dr David Kernohan

Middlesex University

The Burroughs

London

NW4 4BT

England

Telephone: +44(0)208 411 4238

Email:d.kernohan@mdx.ac.uk

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Your Academic Team

Niels Brock Staff Name	Title / Module	Email
Jørgen Prip	LWO4810 Leadership	jprip@post8.tele.dk
Kristian Sund	MGT4810 Business Strategy	sund@ruc.dk
Peter Nordgaard	MGT4811 Operations Management	peter@nordgaard.dk
Peter Nordgaard Per Mikkelsen	FIN4810 Finance & Economics	peter@nordgaard.dk, permikkelsen@live.dk
Per Bergfors	MKT4810 Marketing Management	peter@soltoft.dk
Anders Høiris	MGT4814 Management Perspectives	anders@hoiris.dk
Jesper Lind Madsen Ulla Byskov Kinnerup	MBS4812 Project	jlm@brock.dk ubk@brock.dk

Administration staff

Niels Brock Staff Name	Title	Email
Julie Keldsbo Rasvig	Programme Co-ordinator Student counsellor	jkr@brock.dk
Frederik Bjørn Nellemann	Institution link tutor	fbn@brock.dk
Lykke Kyllesbech Holm	Librarian	lyh@brock.dk
Middlesex University London	**Title**	**Email/ Telephone**
Benedikt Breuers	Partnerships Manager	B.Breuers@mdx.ac.uk
Hayley Tustin/ Jennifer Igra/ Bejal Shah	Academic Partnerships Operational Team	PartnerOps@mdx.ac.uk

Contacting staff: In case you need to discuss something with the MBA-admin-staff or module lecturer/tutor, you can do so in their office hours, which you will find in the respective module handbooks and outside their office doors. You can meet them outside office hours as well, but will need to send an email and set up an appointment. Similarly, for administrative issues you need to send an email first to the concerned staff explaining your problem/concern. Subsequently, you can fix an appointment to meet them. Please make sure you include your Middlesex student number in all correspondence.

Your Programme

The learning, teaching and assessment approaches used throughout your programme will encourage you to be actively involved in your learning and to co-operate with other students. We aim to give You prompt feedback on your learning as well as opportunities to reflect upon and learn from that feedback.

Learning and teaching methods

You will be actively involved in a range of learning, teaching and assessment approaches as part of your programme. Such active approaches aim to put you at the centre of your learning so you are involved and engaged in all aspects of your assessment and learning. Your programme will require your active participation in learning activities and engagement with your fellow students both individually and collaboratively, working and learning with other students as part of a small group. Learning activities may also occur both within and outside the classroom.

Your learning will also be supported by technology. Increasingly your tutors will be using existing and emerging learning technologies to engage you in e-learning activities. Your programme will be facilitated using a variety of media and online tools (myUniHub, MITNIELSBROC, podcasts, etc.) which will allow you flexible access to a diverse range of online resources, quizzes and learning materials as well as collaborative tools with which you can engage and learn with your peers. Not confined by the time and space associated with traditional teaching methods you may take part in online discussions and learning activities from wherever you are studying. Your tutors will provide any support you may need whilst learning online.

By engaging with e- learning, you will also be developing skills which are essential for your learning and are also highly valued by employers. These include, but are not limited to: working flexibly, communication, understanding of IT, team working and creating shared understandings based on quality resources and access to global expertise.

Assessment methods

Assessment is an integral part of learning and you may hear it referred to as **formative** or **summative**.

Formative assessment is designed to give you feedback on your performance and how it can be improved. As a result, you will get detailed feedback on formative assessment but not a grade. Formative assessment is an important part of the learning process and has been shown to help students improve both their grades and their learning style.

Summative assessment is designed to measure the extent to which you have achieved the learning outcomes of a module and therefore the grade you will be awarded. Learning outcomes are the specific skills and knowledge that you are expected to demonstrate as a result of taking a module on the MBA programme will mainly comprise of coursework, presentations, in-class tests and exams, although in some cases, other forms of assessment may also be appropriate.

Assessment may also involve self, peer or group approaches. For example, you may be asked to self-assess your own work, indicating where you feel you have clearly demonstrated your understanding and also identifying areas where you have room to improve. Assessment may also be a peer process where students, individually or as groups, offer feedback on one another's work. Group assessment may also be part of your programme where part of the assessment requires you to demonstrate your ability to work as part of a group and possibly receive a group mark.

Please see the module narratives or your module handbooks for more information on the assessment for each module.

Programme Structure Diagram

Below are the part time programme diagrams for the MBA at Niels Brock. The programme has both a September and January entry point and these diagrams show the order of delivery.

Part Time MBA – September Start

<u>**First Year**</u>

Term One (Autumn term)

LWO4810		FIN4810
Leadership		Finance & Economics
20 credits		20 credits

Term Two (Winter term)

MGT4810		MKT4810
Business Strategy		Marketing Management
20 credits		20 credits

<u>**Second Year**</u>

Term Three (Autumn Term)

MGT4814
Management Perspectives
20 credits

Term Four (Winter Term)

MGT4811
Operations Management
20 credits

Term Five (Jun-Sep)

MBS4812
Project
60 credits

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Part Time MBA – January Start (Fast-track)

<u>**First Year**</u>

Term one (Winter Term)

MGT4810	MKT4810
Business Strategy	Marketing
20 credits	Management
	20 credits

Term two (Spring Term)

LWO4810
Leadership
20 credits

<u>**Second Year**</u>

Term three (Autumn Term)

FIN4810	MGT4814
Finance & Economics	Management
20 credits	Perspectives
	20 credits

Term four (Winter Term)

MGT4811
Operations
Management
20 credits

Summer term (Jun-Sep)

MBS4812
Project
60 credits

In addition to the core academic modules, which cover the main business disciplines are four compulsory Applied Learning Experiences (ALEs) which are central to meeting the requirements of a practice-based MBA, which is the underpinning philosophy of the programme.

These ALE elements are less formally assessed and contribute to meeting many of the learning outcomes of the MBA at a programme level. The field trip (ALE4) is designed to give students a cross cultural perspective and the experience gained may be used as part of the Management Perspectives module.

The MBS4812 module may be followed either as part of a work placement, or other real-world case study or as a more desk based analysis of a real business problem.

Finally, sessions are provided relevant to Career and Personal Development (CPDs) are included to meet programme learning outcomes and enhance the recruitment potential of students graduating from the programme.

Language of the Programme

The language of tuition for this programme is Danish. You will complete and submit all your assessment in Danish, such as your coursework and exams.

However, many of the learning materials on the programme, such as the text books, journals, electronic resources and module materials will be provided in English. There will be additional resources and local case studies that will be provided in Danish to supplement these.

Programme costs

The price for the MBA is DKK 177.000 for intake 2018/19.

The following course-related costs are not included in the fees, and you may be required to purchase these to complete the course. The costs are approximate and may change due to changes in pricing at the retailer:

- Mandatory Books (approx. DKK 12.000)
- Optional field trips (approx. DKK17.000)
- Additional books and articles that you wish to purchase

Further details on specific additional equipment required which is not included in your fees can be requested from the Link Tutor.

Your modules

The MBA programme has seven modules:

Module
LWO4810 (Leadership)
20 credits

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MGT4810 (Business Strategy)   20 credits
MGT4811 (Operations Management)   20 credits
FIN4810 (Finance & Economics)   20 credits
MKT4810 (Marketing Management)   20 credits
MGT4814 (Management Perspectives)   20 credits
MBS4812 (Project) 60 credits

You can find a list of the modules you are currently registered for within the My Learning area on the My Study page of myUniHub; https://myunihub.mdx.ac.uk/web/home-community/mystudy.

You will be able to access associated learning materials (e.g. lecture notes), information on the learning aims and outcomes and assessment methods as well the schedule for assessment which will include deadlines for the submission of your assessment on MITNIELSBROCK.

Announcements for any of your modules will appear on MITNIELSBROCK so you should log in and check each module regularly.

Your timetable

The timetable is finalised before each module but once this is done you can access your personal timetable from MITNIELSBROCK https://www.mitnielsbrock.dk/login/index.php

You are allocated to timetabled lectures, seminars, workshops etc. based on your module registrations. If your timetable is incomplete or you are unable to view it then please contact the MBA-admin on https://nielsbrock.dk/videreuddannelse/niels-brock-executive/mba

Teaching Schedule

Timetables are available online at https://nielsbrock.dk/videreuddannelse/niels-brock-executive/mba. Any changes to your timetable will be notified to you by the Niels Brock administration team.

Your assessment

Assessment schedule

Assessment schedules will be available on MITNIELSBROCK for your programme. Please check these regularly.

Your Module Lecturer will be more than happy to assist you with any queries you may have about assessment of a particular module.

IMPORTANT: Assessment deadlines do occasionally change and while every effort has been made to ensure dates are correct at the time of publishing you should check your email and MITNIELSBROCK on the Niels Brocks website to ensure that you are aware of any changes.

Your Programme Feedback

During your studies, you will be given opportunities to provide feedback on your experience, below are the ways in which you can do this.

Programme Voice Groups (PVG)

The Programme Voice Groups are one of the main formal channels of communication between staff and students. They are a forum in which students (through the Student Voice Leaders) and staff can constructively discuss areas of good practice as well as areas needing improvement, with the collective aim of enhancing the student experience. Students and Staff should both be given assurances they will not be penalised for raising issues at a PVG.

PVGs occur each term and your Student Voice Leaders will ask for programme feedback from you to report to staff at the meeting. You will also be given feedback from both staff and the Student Voice Leaders on the outcomes of the feedback.

Student Voice Leaders are student representatives, elected at the start of the academic year to ensure that the interests of students on the programme are represented. They are also responsible for feeding back the outcomes of any meetings or events they attend. You can find your student representatives online on your MitNielsBrock pages.

Meeting dates

Niels Brock will confirm the exact dates of the Programme Voice Group meetings at the start of the academic year. PVGs are held once every term. The first meeting should take place in November 2019.

Minutes and actions from previous PVGs should be made available to you through Niels Brock. Further guidance on the PVG can be found here:
https://unihub.mdx.ac.uk/your-middlesex/student-feedback/

Surveys

Throughout your time at Niels Brock you will be asked to complete several surveys that request your feedback on your programme or modules. The aim of the surveys is to gather your feedback to make improvements to current and future cohorts of students, and enhance the quality of your experience. You will be informed about the exact details of these emails during the academic year, however one way we do this is through the email or online via MITNIELSBROCK. During your studies, you will be asked to complete the surveys listed below;

Programme Feedback – This survey provides data on the student satisfaction of during your programme of study. This survey is completed by all students, and asks questions based on your overall student experience on your programme. This survey is anonymous and is managed by Middlesex University's Academic Quality Officer. You will be asked to complete the survey in term 2 of each year.

Module Feedback – Most students, at different stages in their programme, will be asked to complete a survey for each of their modules. These are short online surveys that usually take place in term two, and provide module leaders an opportunity to consider and implement your feedback to improve the modules available on you programme. You will be asked to complete module feedback surveys throughout your programme.

Complaints - We welcome your suggestions on how we might improve even when this takes the form of a complaint.

If you have a suggestion or a complaint about any aspect, please raise it with the person concerned in the first instance. If you are not satisfied with the outcome you can progress the matter through the informal and formal procedures step by step up the management structure of Niels Brock. You should contact the link tutor at Niels Brock Executive in this instance (H. C. Andersens Boulevard 2, 1553 København V). You can also email using the information available at https://nielsbrock.dk/videreuddannelse/niels-brock-executive/mba

The complaints and grievance procedures of Niels Brock must be followed and have been fully exhausted before you can follow the Middlesex University "Complaints in relation to

collaborative partner institutions" which can be found in the Middlesex University regulations: www.mdx.ac.uk/regulations.

How your Programme is Quality Assured

You may have not heard the terms 'quality assurance', 'academic quality', 'academic standards' before and now you have you may think they have nothing to do with you, however these terms are important to you and your programme. Full details on what these terms mean and how we do this can be found here: https://unihub.mdx.ac.uk/support/ensuring-quality.

Quality Assurance Agency for Higher Education (QAA) UK Quality Code, chapter B10; Management of collaborative arrangements.

The QAA is an independent agency appointed by the UK Government to be responsible for upholding the academic quality and standards of all universities and colleges in the UK. The QAA produce the UK Quality Code which outlines the key expectations placed on all UK Higher Education providers. In particular, there is a specific chapter on how institutions should manage partnership arrangements, such as the programme you are now enrolled on. This section is chapter B10 'Managing higher education provision with others'.

The QAA also review higher education providers (including Middlesex) to ensure that it is operating in line with the Quality Code and providing the best academic experience for its students.

You can also learn more about Quality Assurance on line at: https://www.qaa.ac.uk/en/home.

Part Two - Resources and Support Available

Resources

Your learning resources

Middlesex Library Resources

Even though you do not attend a Middlesex University campus you still have access to resources and services provided by the University.

A specific Library Subject Guide is available for your institution to assist you, and includes links to useful resources to help with your research and presentation of work for assessment. Please go to libguides.mdx.ac.uk/partners to select your institutional guide.

Please refer to UniHub for full information about the library and learning resources available to you: https://unihub.mdx.ac.uk/study/library .

Niels Brock Learning Resources

The Middlesex University MBA Programme is accommodated in a dedicated area within the H. C. Andersens Boulevard building (HCA)

Niels Brock Faculty of Executive Education provides a modern, comfortable learning environment conducive to study at graduate level and comprises:

Ground floor

- 2 x Classrooms/seminar rooms
- 2 x Group Session Room
- Internet access, printer and copier
- Ground floor Restaurant
- Meeting rooms (available on request)

Further rooms – of almost any size and layout – can be booked by contacting the Programme Coordinator at jkr@brock.dk.

Libraries

Niels Brock offer MBA students access to our library.

The Niels Brock library is located at Julius Thomsens Plads 6, 1st (near the Forum Metro Station). As well as books for reference and loan the library holds resources such as access to databases, journals, etc.

During Induction and Enrolment Week all students will have a library induction scheduled to introduce these resources. During this time, you will have a chance to meet library staff and ask questions.

In addition to the library facilities at Niels Brock MBA students have access to research libraries at Copenhagen Business School, universities and all public libraries in Denmark.

Library opening hours: 9 am-2pm or afterward by appointment.

Induction: A special comprehensive Induction programme will include intro-session to the library. You will be introduced to the OPAC, the databases and their access to other libraries collections via www.bibliotek.dk (a database providing access to all open libraries in Denmark via interurban lending).

- Skills session: Special sessions will be provided based on documented or experienced needs, basis, e.g. advanced academic writing and referencing, teaching/learning styles, IT learning platforms, databases, etc.

Staff in the library can offer assistance with using library facilities, basic IT advice and advice about how to access online resources.

Middlesex Student website – UniHub

One of your primary sources of Middlesex information is the student website **UniHub**; http://unihub.mdx.ac.uk which can be accessed on and off campus .The site has the latest news and events from around the University along with important regulations and policies that you should be aware of. This website is your first port of call for all general Middlesex information although some of the most important items are included in this handbook.

The site also has a password protected section **myUniHub** (accessed from the UniHub home page). Here you can view personalised information on your studies such as your **grades, programme information and MU electronic learning resources** as well as undertake most administrative tasks such as **enrolling** and **updating personal details**.

Login details for myUniHub

Your login details to access the personalised areas of UniHub are:

- **Username:** Your IT User ID – this is the 5 or 6-digit code found on the reverse of your student ID card in the format *aannn* (where '*aa*' are your initials and '*nnn*' is a system generated number).
- **Initial password:** Your 9-digit student number (including the 'M') and the first three characters of your birth month, e.g. M12345678nov. When you first log in you will be prompted to change your password to something more memorable

Your IT User ID and your student number will be provided to you by Niels Brock**.**

If you have any problems accessing myUniHub please contact UniHelp: http://unihub.mdx.ac.uk/unihelp

Niels Brock Student website - MITNIELSBROCK

In addition to the information that is found on UniHub, you should also view the Niels Brock website (www.nielsbrock.dk) for information on the support and local activities the Institution offers. You will also be required to use the Niels Brock Virtual Learning Environment, MITNIELSBROCK, accessed from Niels Brocks homepage. MITNIELSBROCK will be the main source of information for your learning materials and finding out about your assessment requirements.

MITNIELSBROCK

Niels Brock will provide you with access to the local Virtual Learning Environment, MITNIELSBROCK.

Your lecturer will upload all relevant material concerning the module to this platform and you will have access to MITNIELSBROCK through the internet.

Here you can view personalised information on your studies such as your teaching schedule, exams, learning material, programme information and coursework.

Login details for MITNIELSBROCK

Your login details to access the personalised areas of MITNIELSBROCK are:

- **Username:** Your **IT User ID** – this code will be provided by NB.
- **Initial password:** Password will be provided by NB. When you first log in you will be prompted to change your password to something more memorable.

If you have any problems accessing MITNIELSBROCK, please contact IT Helpdesk on email helpdesk@brock.dk.

Email

You will have your own Middlesex email address which is how members of staff from Middlesex University will contact you (if required) so it is important that you check your account regularly.

Your Middlesex email address is your IT User ID and is in the form *aannn*@live.mdx.ac.uk where ('*aa*' are your initials and '*nnn*' is a system generated number). Your IT user ID will be provided to you when you start the programme by Niels Brock. You can access your email by logging into UniHub and going to the My Middlesex page:
https://myunihub.mdx.ac.uk/web/home-community/mymiddlesex

Quick guides on using your Middlesex email account (**including how to set up auto-forwarding**) are available on UniHub:
https://unihub.mdx.ac.uk/study/library/help-and-support/how-to-guides   In case of any problems with your Middlesex email please contact UniHelp:
 http://unihub.mdx.ac.uk/unihelp.
It is suggested that you also add your Niels Brock email address onto myUniHub as an alternative email contact address.

Niels Brock Email

In addition to the Middlesex University email address, you will also have your own Niels Brock email address. Lecturers, the student support team, the library and other areas of administration will use this e-mail address to contact you so it is critical that you check your account regularly.

If you have any problems with your Niels Brock e-mail, please contact the IT Helpdesk. You can contact them by Phone (+45 33419666) or e-mail (helpdesk@brock.dk).

All email communication from the Niels Brock administration and Copenhagen lecturers will be sent to your @brock.dk account. It is expected that you check your student email account daily for urgent issues. Please note that all email from Middlesex University will be sent to your official Middlesex University student email address and/or your Niels Brock account. We are not able to use personal email accounts.

You can access your email by logging into MitNielsBrock Guides on using your account are available on https://www.brock.dk/om-niels-brock/log-paa-brock-online/

MBA Niels Brock / Middlesex University

Your contact and personal details

It is very important that you keep us informed of any changes to your personal contact details and of your emergency contact at all times. You can view and change what we currently have recorded for you on the Admin and Finances page of myUniHub; https://myunihub.mdx.ac.uk/web/home-community/myadminandfinances. You should also inform your MBA-administration (jkr@brock.dk) of any changes.

Please note that you cannot change your name online. This has to be done in person at the Niels Brock Student Office with official supporting documentation (marriage certificate, passport etc.).

Student Support

Although you are expected to be independent and to take responsibility for your own academic and personal life, there is still a lot of help available to support you throughout your programme.

Academic support

Academic staff

Your tutors will direct your studies and ensure that you know what work you need to cover in any given module. Seek advice from academic staff either during their office hours or by email or telephone please see 'Programme Details' section for information.

General Educational Guidance and Enquiries

General educational guidance, clarification of University Regulations and help with planning your programme is available Desk from the Niels Brock Student office and Help, who can be contacted by telephone or e-mail or in person.

You can get a wide range of support, advice and information direct from the student website 24-7 (https://nielsbrock.dk/videreuddannelse/niels-brock-executive/mba) where you can also find the telephone numbers and email addresses of student/programme support team staff.

Do not hesitate to approach the Student office by telephone, email or in person for support services including:

- Changes to your personal record such as address, name, etc.
  (Alternatively this can be done on-line via MyUniHub)

- Programme regulations advice
- Revising or recording module registrations
- Submission of coursework
- Assessment deferral requests
- Recording extenuating circumstances
- Recording reasons for unavoidably being absent
- Arranging to interrupt your studies, change or withdraw from your programme
- Advice on where to make a suggestion or a complaint
- Personal Counselling

Link tutors

As stated on the front of this handbook the link tutor at Niels Brock for this programme Frederik Bjørn Nellemann (fbn@brock.dk) and the link tutor at Middlesex is Dr Vinaya Shukla (v.shukla@mdx.ac.uk). Both tutors are jointly responsible for ensuring the programme is delivered according to the arrangements agreed when it was approved. Both link tutors normally attend the Programme Voice Group meetings where they hear the views of students on the programme, however you can contact either if you have a query or suggestion.

Support services at Niels Brock

Student Office

In short the Student Office should be your first port of call if they require any help or advice; if we are not able to help the student we will know who can.

Here you can get assistance on practical-administrative matters related to your studies. You can hand in forms and applications, get prints of your exam results and help on registration for courses and exams.

You are always welcome at the Student Office if you have questions or are in need of assistance. Opening hours are Monday-Friday 9am – 3pm or by appointment.

The student office is located at the
Niels Brock Faculty of Executive Education. C. Andersens Boulevard 2, 1553 København V.
The best means of communication is via email. Contact details are stated as follows:

Institution Link tutor	Mr. Frederik Bjørn Nellemann	✉ fbn@brock.dk ☎ +45 3341 9338
Programme Coordinator Student counsellor	Mrs Julie Rasvig	✉ jkr@brock.dk ☎ +45 33419358

Counselling

We can arrange for academic counselling and we have a separate room available should your problem be of a private or confidential nature. You can meet the counsellor outside office hours as well, but will need to send an email and set up an appointment. The best means of communication is via email jkr@brock.dk.

Tuition Fee Payment

Niels Brock has a strict policy on fee payment.

The instalment plan consists of four payments for the Part-time programme:

Part-time: The instalment plan is available online at:

https://nielsbrock.dk/videreuddannelse/niels-brock-executive/mba

Failure to comply with the policy, may result in you being de-registered i.e. cancellation of your enrolment.

Withdrawal, Interruption or Transfer

Tuition fee charges are determined on the basis of enrolment and not actual attendance. Charges will be incurred until such time as an official notification of withdrawal, interruption or transfer to another institution has been received from you and submitted to your MBA programme co-ordinator.

Employability

Employability and your programme

The development of employability skills – for example, team work, self-management, business and customer awareness, communication, literacy and numeracy – are all integral parts of the MBA programme.

In each module in the programme, learning is through case studies, which gives a real world context to theory. Students work and are assessed in groups, with the assessments being through group presentations in most modules. Moreover, most modules have a real life project

as the final assessed component, which helps students in gaining multiple employability competencies. Finally, the MBA Project which is the largest component of the MBA with 60 credits requires each student to work independently on a real business problem either as consultants or entrepreneurs. This brings about a significant jump in their skills, capabilities and confidence, useful for employment purposes.

Personal Development Planning (PDP)

PDP will provide you with an opportunity to assess the value of the skills and knowledge you are developing and identify your future learning and development needs. It offers a structured way to reflect on what you are good at and what you need to develop further. You will learn to review your own skill levels and what you have learned from different situations and environments, including your studies, part time work, voluntary work and other activities. You will record your reflections and use them to help you think about and plan your development.

This is an important part of your personal development and reflects the working environment where employers encourage new graduates to assess their own continuous professional development (CPD) using a portfolio. You can also use your record of PDP as a valuable aid for marketing your skills to employers in recruitment and selection processes.

Careers Service and Student Counselling Services

The Student Counselling Service offers short-term counselling to all registered students of Niels Brock. It is free and confidential. The student counsellors assist you during the entire programme, e.g. through dialogs about the student's academic progress, study activities, how to complete the program in a successful way, as well as personal matters.

A student counsellor is subject to student confidentiality when in contact with both other people and authorities. Appointments can be made via email.

Students' Union Membership

As you do not attend a Middlesex University London campus you are, unfortunately, not a member of Middlesex University Students' Union (MdxSU).

Part Three - University Policies

Programme Regulations

As a student of Middlesex University there are regulations and policies that you should make yourself aware of before you commence with your studies. These regulations detail the rules around assessment, how grades are awarded, and how assessment is conducted. This includes details on academic misconduct and what you should do if circumstances mean you cannot complete an assessment. Full details of the regulations can be found online:
http://www.mdx.ac.uk/about-us/policies/university-regulations.

If you have any queries about these regulations that govern your programme please contact the MBA Programme Co-ordinator, Julie Keldsbo Rasvig (jkr@brock.dk) .

Assessment

Submission, receipt, marking and return of assessment

Submission and receipt of coursework

You will find all the deadlines for your assessment in your assessment schedule on MOODLE. Instructions on how to submit your assessment and how you will get a receipt confirming you have submitted it is given in each module handbook, available electronically via MOODLE. Please refer to these and contact the module lecturer if you have any queries.

Marking, second marking and moderation

All assessments are moderated to ensure that grades have been recorded accurately. A sample of assessments is second marked by a moderator. The sample shall be a minimum of 10% of assessments or 20% where the cohort is less than forty. In addition, all fails are normally second marked. An External Examiner also receives a sample of assessments for a module. All proposition modules and all dissertations are double marked.

The University and College responsibilities for the marking and moderation on this programme are as below.

Coursework set by	Middlesex University
Coursework marked and internally moderated by	Niels Brock
Coursework externally moderated by	Middlesex University

Return of coursework

You are expected to keep a copy of all your coursework and it should be kept somewhere safe (for example on a memory stick). As the marked copy of your work is not normally returned to you it is important you keep a copy so you can understand the feedback you get properly.

External Examiners

External Examiners are one way we assure the academic quality of your programme. They are subject experts who help assure that your Middlesex award is comparable to that at other UK universities by reviewing the programme curriculum, the assessment and the learning resources. Among other things they approve all exam papers before they are taken, attend the assessment board and write a report at the end of the year. You can obtain a copy of this report by contacting your programme leader.

IMPORTANT: It is inappropriate for you or any other student to make direct contact with an External Examiner. The appeal and complaints systems exist to allow you to express any concerns you have, including the marks you have been given for your performance.

You can read more about the role of External Examiners on UniHub:
http://unihub.mdx.ac.uk/your-study/ensuring-quality/external-examiners

Assessment Feedback

Feedback on your assessment (both formative and summative) provides the opportunity for you to reflect and to use this feedback as the basis for learning and to improve your work.

Feedback can take many forms and may be informal. For example, it may be given and discussed orally in the classroom, or it may be more formal and delivered in written or audio form from academic staff or fellow students. Understanding your feedback is very important and to achieve this you are encouraged to discuss feedback with your peers and academic staff.

Receiving feedback on your work is an essential and important part of learning and so we provide regular opportunities for **formative assessment**, the purpose of which is to get detailed feedback on your performance so you get a regular update on how you are developing and to prepare you for any summative assessment.

Feedback on summative assessment will be offered in a variety of forms and all your work will be marked and moderated in line with the Code of Assessment Practice which can be found in section M of the University Regulations: mdx.ac.uk/regulations.
You will normally be provided with feedback within 15-25 working days of the submission date.

IMPORTANT: Notification of Provisional Marks

All marks are provisional until confirmed by moderation and approved by the Middlesex Assessment Board. Once your marks have been confirmed by the Board, Niels Brock will send you an email (please make sure these are up to date).

Progressing on your Programme

Your Grades

Your **module handbooks** will give information on how the marks for different items of summative assessment are combined to give your final grade. Also by looking at the **Grade Criteria** you can understand what standard your work must be to achieve the different grades. The Grade Criteria can be found in Section M of the Regulations mdx.ac.uk/regulations

The University has a 1-20 grading scale, **with grade 1 being the highest grade and 20 the lowest, 16 is the minimum required to achieve a pass** as illustrated in the following chart.

Grade	Masters
1 - 4	Distinction
5 - 8	Merit
9-12	Pass
13-16	Pass
17	**Fail** – marginal Compensation allowed
18	**Fail** Compensation allowed
19	**Fail** Compensation **not** allowed
20	**Fail** - Incorporating failure to participate in assessment necessary to achieve all learning outcomes. Compensation **not** allowed

Further administrative grades are also used to indicate re-assessment, deferrals and academic misconduct etc. The full scale can be found in the Assessment Regulations section in the Your Study area of UniHub:

http://unihub.mdx.ac.uk/your-study/assessment-and-regulations/results-and-grading-scales

> **Please note that in the MBA programme no compensation is allowed. In other words, you will have to pass every module in order to get the MBA degree. Module handbooks provide more details about passing requirements in the respective modules.**

The overall grade in a module is obtained by weighting the different components of assessment involved (assessment weightings are given in the respective module handbooks). In each component of assessment, if a student gets grades from 17 to 20, he has the right to be reassessed only once, and which has to be taken at the next available opportunity, unless deferred. A maximum grade of 16 will be applied to the reassessed component.

If you have any questions about what your grades or status mean then you should look at the Assessment and Regulations pages on UniHub http://unihub.mdx.ac.uk/your-study/assessment-and-regulations first and then talk to your Link Tutor or MBA Programme Co-ordinator at Niels Brock.

Results Confirmation

At the end of each academic year, module grades are considered and confirmed by an Assessment Board. Following the Board, individual results and your progression status will be released after the point, and will be made available in the My Study area on myUniHub. https://myunihub.mdx.ac.uk/web/home-community/mystudy. If any results are still provisional then they will be clearly labelled as such.

The date for the release of results and progression decisions is on the Academic Calendar which can be found at the beginning of this handbook or at: https://unihub.mdx.ac.uk/student-life/calendars

For more information about results and assessment, for example what you need to do to progress, what happens if you fail a module or what happens if you cannot submit a piece of assessment please contact the MBA Programme Co-ordinator.

Academic Misconduct

You should be aware of the Universities academic misconduct policies and procedures. Taking unfair advantage over other students in assessment is considered a serious offence by the University. Action will be taken against any student who contravenes the regulations through negligence, foolishness or deliberate intent. Academic misconduct is a corrosive force in the academic life of the University; it jeopardises the quality of education and devalues the degrees and qualifications of the University. Academic misconduct takes several forms, in particular:

- **Plagiarism** – using extensive unacknowledged quotations from, or direct copying of, another person's work and presenting it for assessment as if it were your own effort. This includes the use of 3rd party essay writing services.

- **Collusion** – working together with other students (without the tutors permission), and presenting similar or identical work for assessment.

- **Infringement of Exam Room Rules** – Communication with another candidate, taking notes to your table in the exam room and/or referring to notes during the examination.

- **Self-Plagiarism** – including any material which is identical or substantially similar to material that has already been submitted by you for another assessment in the University or elsewhere.

Full details on academic misconduct and the support available can be found at https://unihub.mdx.ac.uk/study/assessment/regulations .

Certificates

When you graduate your final qualification certificate will be issued by Middlesex University and will have details of your qualification and include "in collaboration with Niels Brock".
Your certificate will be sent to Niels Brock by Middlesex within 2 months of the date your qualification is awarded (usually the Assessment Board date). Once it has arrived it will then be forwarded to you at the address we hold for you. It is therefore very important that you keep us informed of your address details if they change at any point.

Diploma Supplement

All students are issued with a diploma supplement verified by Middlesex University which will state Niels Brock as the institution where you studied and Danish as the language of instruction. Your diploma supplement will include the modules you have taken, grades achieved and state your qualification with the classification and title but additionally it will also contain information on the nature, level, context, content and status of your studies undertaken

and successfully completed. Diploma supplements are intended to help external parties such as employers or other higher education providers understand more about your programme in addition to your grades.

If at any time you need to request a copy of your diploma supplement, then you can do so via the Admin and Finances section of myUniHub:
https://myunihub.mdx.ac.uk/web/home-community/myadminandfinances

Extenuating circumstances

If there are exceptional circumstances, which through no fault of your own are preventing you from completing all or some of your assessment or you are concerned that these personal circumstances (e.g. ill health) might affect your performance in assessment, then you may want to submit an extenuating circumstances form to the University. Please read the information on extenuating circumstances in the Assessment and Regulations section of the Your Study area on UniHub before you consider applying: http://unihub.mdx.ac.uk/your-study/assessment-and-regulations.

Your circumstances will be assessed by the Faculty's Assessment Officer. They will make a recommendation in regard to the assistance we can provide you with, for example they may:

- grant permission for a short extension to the relevant assessment deadline
- grant permission for a deferral of the relevant assessment to the next available opportunity
- ask the assessment board to consider your circumstances when determining your progression or final classification.

It should be noted that this process cannot be used to change the grade of a module.

These requests should be submitted online via myUniHub and before the assessment deadline. You will need to complete the relevant form and attach supporting documentation, e.g. medical certificates. The form is available from the Admin and Finances section（located within the forms and letters portlet） of myUniHub: https://myunihub.mdx.ac.uk/web/home-community/myadminandfinances.

If you have any questions about extenuating circumstances, please contact your Link Tutor or MBA Programme Co-ordinator at Niels Brock.

If you have difficulties accessing UniHub after an extenuating circumstances request, please contact UniHelp on: http://unihub.mdx.ac.uk/unihelp.

Attendance

Middlesex University is keen to support all students to help enhance their academic potential. One of the ways we can do this is by monitoring attendance which will allow us to work with you to resolve issues that may prevent you from attending.

Studies have shown that a good attendance record has a positive impact on performance and therefore is an important factor in helping you to fulfil your academic potential. If your attendance is unsatisfactory, we will review your complete record.

If you experience difficulties beyond your control, which prevent you attending, you should notify your tutor who may be able to offer support and guidance. The University Regulations (C2.1)   state every student must attend those teaching sessions specified in the regulations governing the module/programme.

Policy on late arrival / absence

When students come to class late, it can disrupt the flow of a lecture or discussion, distract other students, impede learning, and generally erode class morale. Students repeatedly leaving and entering the classroom without a valid excuse will be called to an interview.
It is expected that you will attend all classes/module activities. In the case of absence due to illness or any other reason, you should inform your module lecturer and Programme Coordinator. Any unauthorised absences will be followed up and any students deemed not to be meeting attendance expectations will be called to an interview. Students who continue to absent themselves from classes may be withdrawn from the programme.
Well-documented requests for exceptions due to unique circumstances will be considered, as appropriate. Absence is no reason for late submission of assignments.

Health and Safety

Health

In case you suffer from any medical conditions, allergies etc. please let the MBA Administration know. You are welcome to provide us with the contact details of your next of kind in case we should need to contact them.

Please always remember to update the details of you next of kind on your pages on myUniHub.

Safety

Safety for both students and Employees are of high priority and Niels Brock has therefor a written contingency plan that all employers must read. The purpose of the contingency plan is to ensure that each department is prepared to deal with accidents in the best possible way and to prevent and minimize damage as far as possible.

Safety for students, students and employees is a basic element to ensure a good and safe education institution and workplace. Therefore, it is important that there are established procedures for handling Niels Brock's handling of accidents and critical situations if this should occur. This contingency plan therefore acts as a practical tool that is updated and updated once a year at the respective departments. The contingency plans are therefore adapted to the local conditions of each department, but follow a common overall structure.

The crisis group designated by the management must assume responsibility for knowing the contents of the entire plan. Management is thus responsible for ensuring that employees and students are familiar with the information they have provided for example. via alarm instructions, overview drawings and other relevant instructions.

In case of emergency, please call 1-1-2

In case the building is being evacuated, the meeting place for students and employees is across the street at the building FOA (address: Staunings Plads 1-3).

I all teaching rooms the alarm plan can be found on the entrance door.

In case you have any concerns or questions regarding safety and evacuation, please contact the Administration,

Appendix 1: Programme Specification

Middlesex University London

Programme Specification for Master of Business Administration

1. Programme title	Master of Business Administration
2. Awarding institution	Middlesex University
3. Teaching institution	Niels Brock
4. Programme accredited by	N/A
5. Final qualification	Master of Business Administration
6. Academic year	2018/19
7. Language of study	Teaching and assessment in Danish
	Learning materials in English and Danish
8. Mode of study	Full-time or Part-Time (Modular or Executive)

9. Criteria for admission to the programme

The criteria for admission to the programme are as follows:

- Applicants will be expected to have two or more years of relevant business experience and hold at least a second class honours degree from a UK university or a degree of equivalent standard.
- Holders of graduate-level professional qualifications may also be admitted and are encouraged to apply.
- Applicants who do not possess either an honours degree or professional qualifications are also considered, but normally only if they supply a GMAT score of at least 550 points.

All Danish applicants are required, as part of their application, to provide confirmation that they are proficient in reading English. Applicants may be permitted to produce confirmation that they use English (reading) at work using the English Reading Proficiency at work Form).

If the student's first language is not Danish, they will be required to complete and document Danish language qualifications comparable to a Danish secondary school Danish B level and an interview may be conducted.

10. Aims of the programme

The programme aims to develop individuals to manage successfully and ethically across a range of organisations in an increasingly global, diverse and dynamic business environment. Our emphasis on applying theory and developing practice is reflected in the 'enterprise and consulting' theme of the programme.

This aim is achieved through:

- encouraging students to gain a thorough and integrated understanding of the various disciplines that contribute to the study of management;
- facilitating the application of such disciplines to ensure effective practice;
- enhancing personal and professional skills for management and leadership.

The specific objectives for the MBA are that students will improve their ability to:

- enhance and develop previous relevant experience in business and management;
- develop the ability to apply previous and newly acquired knowledge and experience to complex business issues in a range of contexts;
- prepare students for leadership and transformational roles in business;
- develop strategic thinking, innovation and entrepreneurial skills;
- develop knowledge, at an advanced level, of organisations, their management and the environment in which they operate, and demonstrate a broad perspective on organisational management and its wider impact on society and the environment;
- operate and manage in a global and multicultural environment;
- develop interpersonal and group-working skills;
- encourage lifelong learning and personal development.

11. Programme outcomes

A. Knowledge and understanding	Teaching/learning methods
On completion of this programme the successful student will have knowledge and understanding of:	Students gain knowledge and understanding through:
1. the core business and its relationship to strategic management;	1. Learning sessions that are used to instil outcomes 1, 2, 3, 4, 5 and 6
2. the role of leadership in the strategic management of people and resources in entrepreneurial and established organisations;	2. Case studies will be used to challenge students' thinking in a practical context and serve to link theory to practice, to achieve outcomes 1, 2, 3, 4, 5 and 6
3. the strategic role of finance within organisations;	3. Activities, such as the ALEs, to achieve outcomes 2, 3 and 5

4. the theory, practice and emerging trends of management concepts, ideas, models and frameworks;

5. the theory and practice of business in international contexts;

6. the role of entrepreneurship, enterprise and consultancy in a variety of business environments.

4. Open and directed workshops and discussions to achieve outcomes 2, 4 and 6

5. Directed reading from books, professional journals, and web-based or e-learning materials to achieve outcomes 1, 2, 3, 4, 5 and 6

6. Group interaction sessions to achieve outcomes 2, 4 and 5

Assessment Method

Students' knowledge and understanding is assessed by:

1. Reports to assess the achievement of outcomes 1, 2, 3, 4, 5 and 6

2. Seen and unseen case study-study assessments will be used to assess students' achievement of outcomes 1, 2, 4 and 6

3. Presentations to assess achievement of outcomes 1, 2, 3, 4, 5, and 6.

The final project to assess the programme's aims and objectives holistically

B. Cognitive (thinking) skills	Teaching/learning methods
On completion of this programme the successful student will be able to:	Students learn cognitive skills through
1. critically evaluate management concepts, theories models and frameworks;	1. Learning sessions that are used to instil in students the foundations of outcomes 1, 2, 3, 4, 5 and 6
2. apply and critically evaluate the impact of management models, concepts and theories in dynamic organisational environments;	2. Case studies to achieve outcomes 1, 2, 4 and 5
3. evaluate options using appropriate decision-making criteria including the use of financial tools;	3. Activities to achieve outcomes 2, 3, 4 and 5
4. analyse the dynamics and effectiveness of personal, team and staff performance and development;	4. Open and directed workshops and discussions will be used to achieve outcomes 1, 3, 4, and 6
5. think reflectively;	5. Directed reading and e-learning materials to achieve outcomes 1, 2, 3, 4 and 6
	6. Group interaction sessions to achieve outcomes 1, 2, 3, 4, 5 and 6
	Assessment
	Students' cognitive skills are assessed by:

6. analyse and develop diverse investigative methodologies to apply to solve organisational management problems.	1. Reports to assess the achievement of outcomes 1, 2, 3, 4, 5 and 6 2. Seen and unseen case study-based examinations to assess the achievement of outcomes 1, 2, 3, and 4. 3. Presentations to assess the achievement of outcomes 1, 2, 3, and 4. Final Project to assess the achievement of the programmes aims and objectives holistically

C. Practical skills	Teaching/learning methods
On completion of the programme the successful student will be able to: 1. solve business problems and develop organisational performance; 2. undertake research to address strategic and other management issues within organisations; 3. demonstrate leadership and associated interpersonal skills to solve organisational problems; 4. conduct strategic organisational analysis to identify the key strategic problems and develop solutions; 5. undertake critical analyses to develop, plan and recommend implementation.	Students learn practical skills through 1. Case studies to achieve outcomes 1, 2, 3, 4 and 5 2. Activities to achieve outcomes 1, 3, and 5 3. Open and directed workshops and discussions to achieve outcomes 1, 2, 3 and 5 4. Directed reading including use of e-learning materials to achieve outcomes1, 2, 4 and 5 5. Presentations to achieve outcomes 1, 2, 3, 4 and 5 6. Group interaction sessions to achieve outcomes 1, 3, 4 and 5 **Assessment** Students' practical skills are assessed by: 1. Reports to assess the achievement of outcomes 1, 2, 3, 4, and 5 2. Presentations to assess the achievement of outcomes 1, 2, 3, and 4. 3. Seen and unseen case study-based examination to assess the achievement of outcomes 1, 4 and 5

12. Programme structure (levels, modules, credits and progression requirements)
12. 1 Overall structure of the programme
Please refer to the programme structure diagram on page 17.

12.2 Levels and modules

Level 7

COMPULSORY	OPTIONAL	PROGRESSION REQUIREMENTS
Students must take all of the following: LWO4810 Leadership MGT4810 Business Strategy MGT4811 Operations Management FIN4810 Finance & Economics MKT4810 Marketing Management MGT4814 Management Perspectives MBS4812 Project	There are no optional modules	Successful completion of all modules is required for the Master of Business Administration.

12.3 Non-compensable modules (note statement in 12.2 regarding FHEQ levels)	
Module level	*Module code*
None of the MBA modules are **compensable – Level 7**	**LWO4810, MGT4810, MGT4811, FIN4810, MKT4810, MGT4814, MBS4812**

13. A curriculum map relating learning outcomes to modules

See Curriculum Map on page 47.

14. Information about assessment regulations

University and School Assessment Regulations apply to this Programme. There are no exceptions to the regulations.

To obtain the award of the MBA students must:

- Accumulate 180 credits;
- Obtain grade 16 or better on the 20-point scale across all modules;
- Obtain a minimum grade of 16 for the project module.

Exit Awards

Students on the main MBA programme who fail to complete the requirements of the MBA programme will be awarded a Postgraduate Diploma (minimum 120 credits passed) or a Postgraduate Certificate (minimum 60 credits passed) as an exit award, depending on the number of credit points accumulated.

15. Placement opportunities, requirements and support (if applicable)

The MBA Programme has no compulsory period of placement. With respect to the project module, students are responsible for seeking out organisations to conduct their final project where required.

16. Future careers (if applicable)

Sessions related to Career and Personal Development (CPDs) will be incorporated throughout the programme to help students with their career and personal development aspirations. A further aim is to enhance the role of the existing Business School alumni organisation in providing career and networking opportunities.

17. Particular support for learning

Particular support for learning includes:

- Dedicated base room for students to work in as well as on-site library facilities for group work in addition to access to libraries

18. JACS code (or other relevant coding system)	N200
19. Relevant QAA subject benchmark group(s)	Business and Management

20. Reference points

The following reference points were used to construct this programme specification:

- QAA guidelines for programme specifications
- QAA Business and Management benchmarks
- CLQE Guidelines
- Enhancing Learning, Teaching and Assessment Strategy 2007-12
- University Regulations including Equal Opportunity & Disability Guidelines

21. Other information

Indicators of quality:

- Student achievement
- Buoyant enrolment
- Student feedback evaluation forms
- External examiners reports
- Student employability

Methods for evaluating and improving the quality and standards of learning are:

- External Examiner reports
- Annual Monitoring reports
- Board of Study
- Student focus group
- Module evaluation and report
- Peer teaching observations
- Student evaluation
- Validation and review panels

See Middlesex university's Learning and Quality Enhancement Handbook for further information

Please note programme specifications provide a concise summary of the main features of the programme and the learning outcomes that a typical student might reasonably be expected to achieve if s/he takes full advantage of the learning opportunities that are provided. More detailed information about the programme can be found in the student programme handbook and the university regulations.

Appendix 2: Curriculum Map for Master of Business Administration

Programme learning outcomes

This section maps programme learning outcomes against the modules in which they are assessed.

Module Title	Module Code	Programme outcomes																
		A1	A2	A3	A4	A5	A6	B1	B2	B3	B4	B5	B6	C1	C2	C3	C4	C5
Leadership	LWO4810		✓		✓			✓			✓	✓				✓	✓	
Business Strategy	MGT4810	✓		✓	✓	✓		✓	✓	✓							✓	
Operations Management	MGT4811				✓			✓		✓			✓					✓
Finance and Economics	FIN4810			✓	✓	✓		✓		✓							✓	✓
Marketing Management	MKT4810				✓			✓										✓
Management Perspectives	MGT4814		✓		✓	✓	✓	✓	✓					✓			✓	
Project	MBS4812		✓		✓		✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓

Knowledge and understanding	
A1	The core business and its relationship to strategic management
A2	The role of leadership in the strategic management of people and resources in entrepreneurial and established organisations
A3	The strategic role of finance within organisations
A4	The theory, practice and emerging trends of management concepts, ideas, models and frameworks
A5	The theory and practice of business in international contexts
A6	The role of entrepreneurship, enterprise and consultancy in a variety of business environments
Cognitive skills	
B1	Critically evaluate management concepts, theories models and frameworks
B2	Apply and critically evaluate the impact of management models, concepts and theories in dynamic organisational environments
B3	Evaluate options using appropriate decision-making criteria including the use of financial tools.
B4	Analyse the dynamics and effectiveness of personal, team and staff performance and development
B5	Think reflectively
B6	Analyse and develop diverse investigative methodologies to apply to solve organisational management problems
Practical skills	
C1	Solve business problems and develop organisational performance
C2	Undertake research to address strategic and other management issues within organisations
C3	Demonstrate leadership and associated interpersonal skills to solve organisational problems
C4	Conduct strategic organisational analysis to identify the key strategic problems and develop solutions
C5	Undertake critical analyses to develop, plan and recommend implementation of strategic decisions

Appendix 3: Module Narratives

In this section you will find details of all the modules associated with your programme so that you can see what is involved in your programme and make any choices over option modules (if applicable).

The narratives were correct at the time this handbook went to print but details change over time and therefore you should always refer to the latest version available on the My Study area of myUniHub: https://myunihub.mdx.ac.uk/web/home-community/mystudy

Your online reading lists can be accessed from the My Study area of myUniHub. They highlight essential and recommended reading for all modules you are registered on.

Module Code	LWO4810
Module Title	Leadership
Credit	20
Module Leader	Jackie Jeffrey

Aims

This module seeks to enable students to develop as generalist managers, their current and future practice as managers informed by a critical understanding of a range of theoretical frameworks. The module aims to identify areas of overlap between management and leadership and to critically investigate the behaviours associated with management and leadership; develop leadership behaviours that will enable students to manage performance as well as lead change to improve organisational performance, and explore the relationship between processes of contemporary human resource management and organisational performance.

Learning Outcomes

Knowledge

On completion of this module the successful student will be able to:

1. Analyse concepts and issues in management and leadership;
2. Critically explore the relationship between management and leadership;
3. Critically evaluate the implications of integrated, differentiated and fragmented organisational culture for management practice;
4. Critically analyse how influence and power relate to leadership, culture and performance;
5. Evaluate the impacts of HR planning on organisation and industry;
6. Evaluate the impact of contemporary HRM practices on performance;

Skills

On successful completion of this module the successful student will be able to:

7. Identify, classify and manage stakeholders to lead individuals and teams through change;
8. Critically evaluate organisational strategies;
9. Better engage in reflective practice to inform personal development;
10. Identify learning and development needs and plan for improvement

Syllabus

Management and Leadership: perspectives on management and leadership; key areas of difference; managing teams; critical leadership theory

Leadership and Change: the change process; obstacles to change; politics and influence; managing structural change; leading change

Leadership Development: the 'war for talent'; the learning process; emotional intelligence; reflection and the development process; coaching and mentoring

Strategic Change: organisational strategy as narrative; integrated, differentiated and fragmented organisational cultures and diversity

Motivation and Performance: motivation, performance and performance management (KPIs & Balanced Scorecard); training and development; reward and the psychological contract

Learning, Teaching and Assessment Strategy

Learning on this module will involve a mix of face-to-face lectures, individual study time (textbooks and policy journals) and on-line activities, such as through videos and podcasts. A range of activities will require students to apply their own experience and knowledge to theories and concepts and reflect on their professional practice. The learning strategy will develop students' skills and understanding of theoretical frameworks by applying them to a variety of industries and thus develop a deeper understanding of its operation. It is important to stress that the module will provide an illustrative range of skill areas and applications, as well as broad frameworks for understanding; comprehensive coverage is neither intended nor appropriate at this level. The intention behind the assessment scheme is to provide students with the opportunity to demonstrate their ability to use skills and understanding of key value-related issues and concepts in real-life contexts.

Assessment Scheme

1. Individual written assignment (30%) 1,500 words. This will address Learning Outcomes 1, 2, 3 and 4.

2. Individual Report (70%) (4,000 words). The construction of the Portfolio provides the opportunity to apply knowledge and understanding of leadership and management based on the various units undertaken during the course of the module. The assessment challenge is to produce a concise record of learning and reflection. This narrative account draws requires students to draw upon theories and ideas from the sessions to build a connected story of their past, present and future in relation to leadership and management. This will address Learning Outcomes 1, 5, 6, 7, 8, 9 and 10.

Assessment Weighting

Coursework: 100%

Learning Materials

Your online reading lists can be accessed from the My Study area of myUniHub. They highlight essential and recommended reading for all modules you are registered on.

This module's on-line environment will contain lecture slides and any additional learning material required for this module.

Total Notional Learning Hours

200

MBA Niels Brock / Middlesex University

Module Code	MGT4810
Module Title	Business Strategy
Credit	20
Module Leader	Adrian Haberberg

Aims

This module aims to inform students of the key developments in, and thinking derived from, the study of strategy; explore models and theories of strategy and their application by practicing managers; critically appraise where and when such models are useful; provide interesting and engaging examples and exercises that illustrate these concepts with the intent of building students' capability in strategic thinking and practice.

Learning Outcomes

Knowledge:

On completion of this module the successful student will be able to:

1. Critically analyse the concepts, theoretical ideas and empirical research findings which underpin the study and management practice of strategy;

2. Evaluate and apply these concepts, theoretical ideas and empirical findings to develop their own views on strategic decision making in organizations;

3. Explain the notion of sustainable competitive advantage and the implications of strategy-making within a dynamic environment;

4. Demonstrate an advanced understanding of international strategic management;

5. Demonstrate an understanding of the complexity in implementing and managing change

Skills:

This module will call for the successful student to:

6. Demonstrate strategic thinking through reflection on organisational practice and applied work on case studies.

7. Demonstrate the ability to apply concepts, frameworks and techniques pertaining to the strategic analysis process;

8. Demonstrate the ability to generate strategy options for an enterprise and evaluate strategic choice and organisational fit.

Syllabus

- The strategy process
- Purposes and objectives of organisations
- The external environment, including the competitive and structural dynamics of industries

- The internal environment focusing on resources and capabilities as well as linking this to knowledge management and organisational learning

- Innovation and the management of technology

- Competitive strategy and linking this to cost and differentiation advantage

- Corporate strategy covering the scope and boundaries of the firm and linking this to strategic choice in the analysis process

- International strategy covering the drivers of internationalisation, competitive advantage in an international context, entry mode strategies, and the management of international operations

- Implementation and managing strategic change

Learning, Teaching and Assessment Strategies

Learning in this module is heavily case study based. In addition, learning in the module will include a mix of the following

- group discussion/learning;

- reading recommended papers;

- reading from the set texts;

- lectures in person or online (audio/video);

- reflection and application of individual experience;

- analysis of video clips/films;

- completing assignments.

The learning strategy will develop the capability of students to understand theoretical frameworks and apply them to an industry or organisation to develop a deeper understanding of its operation. Concepts will be developed in a generic context and then applied to a number of industries, in combination with knowledge gained in other modules. The module provides broad frameworks and models for strategic analysis and may or may not cover certain areas of the discipline based on time constraints.

Assessment Scheme

Coursework 1 (25%) A 10-minute presentation synthesising seminal/major work on a given topic (Learning outcomes: 1, 7)

Coursework 2 (50%) Group report on industry analysis (approximately 3000 words). (Learning outcomes: 2, 3, 4, 7, 8)

Participation and reflection on practice (25%). (Learning outcomes: 5, 6, 7)

Assessment Weighting

Coursework: 75%

Participation: 25%

Your online reading lists can be accessed from the My Study area of myUniHub. They highlight essential and recommended reading for all modules you are registered on.

This module's on-line environment will contain all lecture slides and any additional learning material required for this module.

Total Notional Learning Hours
200

MBA Niels Brock / Middlesex University

Module Code	MGT4811
Module Title	Operations Management
Module Leader	Vinaya Shukla
Credit	20

Aims

The aim of this module is to offer in-depth exploration of the operations function, emphasising those issues that contribute to business performance; to relate business theory and practice, including the integration of participants' professional experience.

Learning Outcomes

Knowledge

On completion of this module the successful student will be able to:

1. Demonstrate a critical appreciation of the key concepts, theories, techniques and practices relevant to the operations function;

2. Outline the contribution of the operations function to business performance, and associated contemporary issues;

3. Effectively lead in an operations context, emphasising design and improvement.

Skills

This module will call for the successful student to:

4. Evaluate business practices, drawing critically on key operations concepts, theories and models

5. Interpret operational performance data and apply appropriate tools and techniques;

6. Present competent and persuasive analysis of operations problems, including consideration of options for change and plans for implementation.

Syllabus

Topics covered include*:*

- Supply chain networks and capacity

- Location and layout

- Forecasting and inventory management

- Resource planning and scheduling

- Procurement, outsourcing and risk management

- Transportation and warehousing

- Supply chain coordination

- Process design and analysis

- Lean principles and operations improvement

- Quality management

- New product development and technology management

- Project management

Learning, Teaching and Assessment Strategies

The module will be delivered through a blend of lectures (all of which will be available online as well as delivered face to face) physical or virtual workshops, seminars as well as online delivery via the VLE. The emphasis of the Learning and Teaching strategy is to develop students as self learners, individually and in groups, from theory, knowledge and experience perspectives. As such students will be expected to contribute time to pre-preparation, using textbooks, case studies and other written materials; the guidelines and structure for this pre-preparation will be provided through the VLE. Classroom or online discussion sessions will be structured to encourage student participation, employing individual and group-based experiences and case analyses, formal lecturing, and workshop application of tools and techniques.

Formal lectures are used to introduce the key elements of the syllabus, provide relevant context, and signpost reading materials. Lectures are supported by PowerPoint presentations all of which are posted on the VLE

Assessment Scheme

Formative assessment consists of tutor feedback on classroom exercises and case analyses.

Summative assessment consists of:

- Marks for class participation 10% (Learning outcome 1)

- Group report and presentation (40%) (Learning Outcomes 2, 3 and 6). Each group is required to choose a company and discuss the role and importance of operations management in the context of that company's success. 50% of the marks will be for a 3000 word group report while the remaining 50% will be for the group presentation.

- Individual project (50%) (Learning Outcomes 1,2,3,4,5,6). Students are expected to choose a real company/organization, understand the business and operations management issues/problems in that company/organisation and propose related solutions. This has to be written up as a 3000 word consulting report.

Assessment Weighting

Coursework: 100%

Learning Materials

Your online reading lists can be accessed from the My Study area of myUniHub. They highlight essential and recommended reading for all modules you are registered on.

This module's on-line environment will contain all lecture slides and any additional learning material required for this module.

Total Notional Learning Hours

200

Module Code	FIN4810
Module Title	Finance & Economics
Credit	20
Owning Subject	MBA

Aims

Financial and economic factors affect organisations in many ways. This module aims to provide knowledge, skills and a theoretical and practical understanding in a number of technical and strategic aspects of financial management and economics and how they affect commercial organisations. It also examines the interrelationships between key factors in the economic environment, evaluating the impact of shifts and changes in these factors on organisational decision-making and performance. The inter-connections between the economic and financial environment are also explored. The aim of this module is also to develop analytical skills among the students.

Learning Outcomes

Knowledge

On completion of this module, successful students will be able to:

1. Understand and apply economic principles, supply/demand, marginal analysis and opportunity cost

2. Critical appreciation of international economics, money, banking, trade, foreign investment and economic institutions

3. Demonstrate a critical understanding of financial accounting, in particular with regard to balance sheet, profit and loss account, cash flow statement and analysis of financial statements

4. Understand and critically assess the bridge between accounting and corporate finance; investment decision-making; the management of costs and working capital

5. Demonstrate an understanding of the principles of corporate finance

6. Critical evaluation of the role of performance measurement and corporate control

Skills

On completion of this module, students should be able to:

7. Critically apply accounting principles and concepts

8. Communicate and present financial/economic ideas to different audiences across a diverse range of settings

9. Analyse with the help of the data provided and to be able to take business decisions in the perspectives of quantitative, qualitative and ethical dimensions

10. Apply numeracy and quantitative skills including the use of simple models of business and economic situations

Syllabus:

This module is divided into two units:

Global Business Economics (Unit 1) - 30%

- Basic economic theory and the firm

- Cost, supply, and pricing strategies

- Domestic macro-economic environment and policies

- International economic environment and globalisation

Managerial Accounting & Finance (Unit 2) - 70%

- Accounting principles and concepts

- Financial statements including balance sheet, profit & loss account and cash flow statement

- Analysis of financial statements (including concepts of depreciation, debt and inventory)

- Sources of finance and investment decision making (including IRR, NPV)

- Cost of Capital & Capital Structure

- Budgets & performance indicators (including Master Budget and Cash Budget)

- Interpreting costs and management of working capital (including Break Even Point and CVP Analysis)

    - Distinguishing ownership from management incentives

    - Corporate Financial Risk

    - Portfolio theory (including calculation of Beta)

    - Financial Markets

Learning, Teaching and Assessment Strategies

The module will be delivered through lectures, workshops and seminars all delivered online via MyUniHub. The emphasis of the teaching and learning strategy is to develop the students as self-learners, individually and in groups, and from both theory/knowledge and experience. As such students will be expected to contribute time to pre-preparation via learning materials, textbooks and case studies for formal sessions. These sessions will be structured to encourage student participation via examples based on the module tutors' practical experiences, group exercises with formal lecturing (where the topic requires more formal explanation), demonstration through practical examples and the application of related tools and techniques. Learners will be expected to apply the tools and techniques introduced to suggested scenarios.

ASSESSMENT SCHEME

The assessment is intended to assess both knowledge and the application of knowledge to practice. Where possible, assessment will promote integration between the separate units.

Economics Individual Report (30%): The first coursework will consist of an individual report of 1,500 words. (Learning outcomes 1, 2, 8 and 10.

Finance Group Project (30%): The Group Coursework will be based on a group exercise and will require students to demonstrate their integrated understanding on financial accounting and analysis. This will be of 3,000 words. (Learning outcomes 3, 4, 5, 7, 8, 10)

Finance Individual Project (40%): This Finance Individual Project will be 3,000 words project. (Learning outcomes 4, 6, 8, 9, 10)

Assessment Weighting

- Economics Individual Report : 30%

- Finance Group Presentation: 30%

- Finance Individual Project: 40%

Learning Materials

Your online reading lists can be accessed from the My Study area of myUniHub. They highlight essential and recommended reading for all modules you are registered on.

Total Notional Hours

200

Module Code	MGT4814
Module Title	Management Perspectives
Level	7
Credit	20
Owning Subject	Management
Level Restrictions	

Aims

One of the central features of modern management is that theories and practices continue to evolve and this creates new understandings of the management task. The module deals primarily with values and the conceptualisation of management practices. Issues such as ethics, social responsibility, managing with a range of critical and conceptual modes of discourse, and managing across cultures are therefore the prime areas of the module. This module is designed to provide students with the critical tools and mindset to analyze and identify responses to such challenges, regardless of their nature or of the imperatives and fashions that drive them.

Learning Outcomes

Knowledge

On completion of this module the successful student will be able to:

1. critique the application of concepts of management discourses, critical management and related approaches, cross-cultural management, ethics, organizational governance, corporate social responsibility in management.

2. critically assess the challenges of managing with diversity of thought as much as of tangible difference and in managing across diverse types of organisations.

Skills
This module will call for the successful student to:

3. assess challenges of management discourses theory and relate this to critical practical incidents;

4. conduct professional quality ethical evaluation exercises in different organisations and at different levels in organisations;

5. be able to analyse complex information related to international management and present the analysis in a brief and review suitable for executives.

Syllabus

- Management contexts: comparing and contrasting critical management and related discourses and the implications of these for leadership/ management styles and practice; defining and differentiating types of organisations; managing in non-profit contexts - co-operative workers, public service cultures, managing voluntary organisations; managing within organisatinal networks; the meaning of management knowledge, and the management of professionals.

- Cross cultural perspectives: Working and managing across cultures, international strategies and knowledge transfer, cultural differences in key management behaviours such as decision making, negotiation and leading, how to manage using a culturally intelligent approach

Ethics, corporate social responsibility and governance; defining business ethics, stakeholder management and CSR; ethical theories and their application to ethical issues in business, managing individual and organizational values, comparative governance

Learning, Teaching and Assessment Strategy

The emphasis of the teaching and learning strategy is to develop the capability of participants to engage with the wide range of issues reflected in this module and apply to the knowledge gained in other modules.

Concepts will be presented in their organisational contexts, using cases, recorded interviews and guest speakers. Theoretical material relating to these will be presented in class and online via the VLE: for the latter medium, a comprehensive approach to collaborative and accumulative critique in groups will be implemented.

Assessment Scheme

The intention of the assessment scheme is to provide participants with the opportunity to demonstrate their ability to use skills and understanding of key value-related issues and different contexts. All three assessment elements are assessed on professional lines – therefore it is expected that they will be brief in expression, pragmatic in focus, convincing in argument, and with a high level of general business quality.

There are three coursework elements:

i. Individual Coursework (45%). The report (2000) words evaluates MBA students' critical thinking in terms of the evaluation of 'best practice', the universal validity of management theory and how all facets of the MBA affect their business conduct in an intercultural setting, (Learning outcomes 1, 2, and 5)

ii. Group Analysis (45%). For this report (1600 words), the student will have a choice to either a) analyse an ethical dilemma that they have themselves experienced in a work context or b) analyse and aspect of corporate social responsibility or ethics as this affects a particular organization. (learning outcomes 1,3, and 4)

iii. Attendance: Monitored through access of online materials, discussion and participation in exercises, Students are required to engage in 80% of the sessions (i.e. you can miss two) (10%)

Please note that in the MBA programme **compensation is not allowed**. In other words, you will have to pass every module (get at least 40% or grade 16 in order to get the MBA degree.)

Note: Each element of the Assessment Scheme above must achieve a mark at the equivalent of 40% in order for a pass (Grade 16 or better) to be achieved on this module.

Overall grade in a module, is obtained by weighting the different components of assessment involved (assessment weightings are given above). In each component of assessment if a student gets grades from 17 to 20, he has the right to be re assessed **only once**. and which has to be taken in the next available opportunity, unless deferred. A maximum grade of 16 will be applied to the reassessed component.

Assessment Weighting
Coursework: 100%

Learning Materials

There is **no essential text for this module**. Each unit has reading that can be obtained via the reading list, the worksheets and the per-week-topic that features links to videos and articles. Please check specific instructions for each week in terms of worksheets and discussion forums. Some of you have easy access to the internet, others need to download materials. Please take responsibility for your own needs and circumstances.

MBA Niels Brock / Middlesex University

Module Code	MKT4810
Module Title	Marketing Management
Module Leader	Akiko Ueno
Credit	20

Aims

This module aims to: 1) explore marketing theories and key concepts; 2) explain and use conceptual frameworks for understanding marketing phenomena; 3) equip students to analyse marketing environments and strategies and to apply appropriate techniques based on insights gained; 4) develop students' ability to identify actions that help organisations achieve superior results through marketing related activities; and 5) where necessarily, allow students to apply, in a risk-free environment, the strategic concepts of marketing and to test real strategies in a modelled competitive space using simulation.

Learning Outcomes

Knowledge

On completion of this module, the successful student will be able to:

1. analyse the marketing environment and interpret its impact on the marketing mix of a given organisation;

2. demonstrate an understanding of marketing management and its role in building enduring customer value;

3. critically assess the main factors and processes in developing successful positioning strategies and the role of marketing research;

4. critically evaluate contemporary issues of marketing management;

Skills

This module will call for the successful student to:

5. apply the theoretical concepts of contemporary marketing to decision making, recognising the complexity, ambiguity and uncertainty of marketing activities;

6. undertake a range of marketing research activities from an identification of appropriate marketing analysis and an interpretation of secondary data through to proposal of a marketing plan.

7. communicate complex marketing ideas, strategies, concepts, and research through written reports and presentations using a range of technologies as appropriate;

8. work and co-operate in group-based activities which require skills of empathy, leadership and time management and provide practical, market focused research underpinned by academic theories and models.

Syllabus

- The local and international marketing environment

- Marketing management, strategies and plans

- Research, analysis and interpretation

- Target markets, segments and customers

- Brands, branding and marketing communication and campaigns

- Innovation: new products, services and market development

- Delivering customer value

- Managing and measuring marketing performance

Learning, Teaching and Assessment Strategy

Today it is critical that MBA students develop a deep understanding of "real world" practice. This is part of their socialization to the marketplace and provides them with a sense of what will be expected after earning their degrees. The course is designed to probe deeply into both marketing management fundamentals and current practice. To achieve this, there will be a blend of readings, cases, and in-class or virtual exercises that will provide insight into specific marketing management issues. The sessions are built around a framework that gives students an actionable tool to address current issues in marketing management. This module also encourages a learner-centred approach, employing directed reading, resource-based learning and online tutorial guidance as primary supports. Students are expected to engage in self-managed learning activities.

Assessment Scheme

Assessment consists of three components:

Coursework 1: Time Constrained Individual Assessment on Marketing Basics (30%)

Students' understanding of basic marketing concepts as acquired through case studies and through self-managed learning activities will be examined. (Learning outcome 4)

Coursework 2: Group Presentation (30%)

Each group will present their findings based on the results of the simulation exercise or alternatively, they can select and evaluate an organization, a brand/product, or other entity. Each group is required to submit PowerPoint slides and/or other supporting notes. (Learning outcomes 1, 3, 5, 6, 7 and 8)

Coursework 3: Individual Report (40%)

Each student will submit a final report applying Marketing theory and techniques. (Learning outcomes 1, 2, 4, 5, 6 and 7)

Assessment Weighting

100% Coursework

Learning Materials

Your online reading lists can be accessed from the My Study area of myUniHub. They highlight essential and recommended reading for all modules you are registered on.

This module's on-line environment will contain all lecture slides and any additional learning material required for this module.

Total Notional Learning Hours

200

MBA Niels Brock / Middlesex University

Module Code	MBS4812
Module Title	Project
Module Leader	Anjali Bakhru
Credit	60

Aims

This module provides students with the means of further developing and integrating the skills and knowledge acquired on the MBA through application to a specific organizational issue or problem. It enables students to demonstrate proficiency in relation to scoping the issue(s)/problems, consideration of appropriate literature, collection and analysis of data, assessing the financial implications, including any cost/benefit analysis for justifying specific recommendations and consideration of implementation issues.

Learning Outcomes

Knowledge

On completion of this module the successful student will be able to:

1. demonstrate clarity of task/issue and scope

2. assess and critically evaluate relevant literature

3. display knowledge of management issues relating to the project

4. evaluate requirements for data collection and interpretation

Skills

This module will call for the successful student to:

5. demonstrate self-direction in managing their individual projects

6. synthesise theoretical ideas and apply them in practice

7. demonstrate proficiency in the analysis and interpretation of relevant data

8. develop and justify recommendations to meet the expectations of a professional audience

Syllabus

The MBA project provides the student with the opportunity to apply their knowledge and skills gained on the MBA at an advanced level. To prepare the student to undertake the project, workshop sessions are organised as listed below:

- Project profiling

- Business writing and presentations

- Reviewing the literature

- Developing interviewing and observation skills

- Using quantitative data collection and analysis techniques

- Entrepreneurship

- Developing business plans

- Doing consulting projects

The project can take several forms, such as:

- A project for a host/client organisation (informal)

- The solution to a practical managerial or organisational problem, where practical recommendations arise out of a mix of theory and data collection

- Developing a solution to a work-based issue in the student's place of employment.

- An empirical investigation of a management or organisational practice, strongly supported by the relevant theory and concepts

  A formal placement option is offered as a fourth alternative for students wishing to work at a host organisation for three months during the summer (June, July & August).

- Placement Option (with written project)

Learning, Teaching and Assessment Strategies

Students will be assisted with acquiring the knowledge and skills to undertake the project through workshops as discussed above. Students are expected to reflect on their learning in different management areas and develop a holistic perspective in these workshops. This should enable identification/development of projects of interest which would get refined over time through discussions with the module leader and culminate in submission of a formal project proposal.

Students will be allocated a supervisor who through tutorials (either face to face or online as appropriate) at different stages of the project to provide guidance. It is however expected that the students will manage their own learning and learn from experience during their project. In order to facilitate learning, students will also be required to include in their submission as an appendix a short reflective summary of their experience (1000 words) which will focus on the project process and lessons learned.

Formative assessment consists of tutor feedback on classroom exercises during workshops, feedback from the module leader while developing the project proposal and from the tutor/project supervisor while doing the project.

Assessment Scheme

Summative assessment consists of:

- Project report - 15000 words (80%) (all learning outcomes)

- Project presentation (10%) (all learning outcomes). Students are expected to submit a video (max 15 min) of them making their project presentation (to an assumed business audience) along with the presentation slides

- 1500 words Project Proposal (10%) (Learning outcomes 1, 2 & 5)

Assessment Weighting

Coursework: 100%

Learning Materials

Your online reading lists can be accessed from the My Study area of myUniHub. They highlight essential and recommended reading for all modules you are registered on.

This module's on-line environment will contain all lecture slides and any additional learning material required for this module.

Total Notional Learning Hours
600