



PROGRAMME SPECIFICATION

KEY FACTS

Programme name	Full-Time MBA
Award	MBA
School	Bayes Business School
Department or equivalent	Bayes MBA Programme
Programme code	PSDMBA
Type of study	Full Time
Total UK credits	230
Total ECTS	115

PROGRAMME SUMMARY

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

The following is an outline of the FT MBA Structure:

Block 1 - Strategy and Organisations

Accounting & Financial Reporting (20 hours face-to-face teaching)

Organisational Behaviour (20 hours face-to-face teaching)

Strategy (20 hours face-to-face teaching)

Block 1 Integration Week (20 hours face-to-face teaching)

Block 1 = 25 credits

Block 2 - The Financial Environment

Markets and Investments (20 hours face-to-face teaching)

Analytics for Business (20 hours face-to-face teaching)
Business in the Global Economy (20 hours face-to-face teaching)
Block 2 Integration Week (20 hours face-to-face teaching)
Block 2 = 25 credits

Block 3 - Creating Management Advantage

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

Block 4 - Knowledge and Policy

Responsibility and Sustainability in Business (20 hours face-to-face teaching)
Corporate Finance (20 hours face-to-face teaching)
Digital Technologies and Business Innovation (20 hours face-to-face teaching)
Block 4 Integration Week (20 hours face-to-face teaching)
Block 4 = 25 credits

Strategy Consulting Project: Knowledge and Skills into Practice

15 Credits

International Consultancy Trip

10 credits

Electives

Chosen from a range of specialist and general electives
Elective modules are either 10 or 5 credits per module. A total of 55 elective credits must be achieved.

Business Mastery Project = 50 credits.

MBA Programme Total = 230 credits

Aims

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

- develop a sound understanding of organisations, their management and their changing external context
- build strong career potential in business and management by developing highly professional skills and an attitude towards leadership, change and enterprise which is at once both positive and critical - to reflect the dynamism and vibrancy of the current business and management environment
- strengthen your ability to apply knowledge and understanding to complex issues, both systemically and creatively, so that theory is converted into practice from a critical and informed perspective, thereby enhancing organisational effectiveness and competitiveness
- enhance your lifelong learning skills to ensure continuing self-direction and originality in personal effectiveness and expertise.

WHAT WILL I BE EXPECTED TO ACHIEVE?

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

Knowledge and understanding:

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

Skills:

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

- Solve problems and make decisions: establish criteria, use appropriate decision making techniques including identifying, formulating and solving business problems, identify and evaluate options, implement and evaluate the effectiveness of solutions
- Scan and organise data, abstracting meaning from information and disseminating knowledge

Values and attitudes:

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

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

HOW WILL I LEARN?

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

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

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

Professional skills typically involve experiential learning methodology.

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

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

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

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

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

Summary of Course Hours (approximate)

Contact Hours = 654*

Self Study = 1546*

Total = 2200*

*Plus International Consultancy Week

WHAT TYPES OF ASSESSMENT AND FEEDBACK CAN I EXPECT?

Assessment and Assessment Criteria

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

To achieve this, students need to demonstrate:

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

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

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

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

You will be assessed through a number of diverse, but complementary, methods, including examinations (primarily paper-based), invigilated coursework (tests under exam conditions), non- invigilated individual coursework, assessed group-work (for example case studies and business plans) and class presentations.

A major course project (Business Mastery Project) facilitates the integration of learning and is designed and managed by students with considerable independence, and support and advice from an academic supervisor: it provides a clear assessment of both the growth of independence of learning and the ability to integrate learning from the MBA in a holistic way.

Feedback on assessment

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

https://www.city.ac.uk/_data/assets/pdf_file/0008/68921/assessment_and_feedback_policy.pdf

Assessment Regulations

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

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

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

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

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

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

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

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

If you would like to know more about the way in which assessment works at City, please see the full version of the Assessment Regulations at:

http://www.city.ac.uk/_data/assets/word_doc/0003/69249/s19.doc

WHAT AWARD CAN I GET?

The Masters Degree will be awarded if the student achieves:

- i) 230 credits (required core and correct number of elective modules)
- ii) An award mark of no less than 50%

The Masters Degree with Merit will be awarded if the student achieves

- i) 230 credits (required core and correct number of elective modules)
- ii) An award mark of between 65% and 69.9%
- iii) No modules failed at the first attempt

The Masters Degree with Distinction will be awarded if the student achieves

- i) 230 credits (required core and correct number of elective modules)
- ii) An award mark of at least 70%
- iii) No modules failed at the first attempt*

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

Master's Degree:

Part	HE Level	Credits	Weighting (%)	Class	% required
Degree	7	230	100	With Distinction	70
				With Merit	65

Without
classification

50

WHAT WILL I STUDY?

Core Modules

Module Title	SITS Code	Module Credits	Core/ Elective	Can be Compensated?	Level
Block 1: Strategy and Organisations	MBM406	25	C	N	7
Block 2: The Financial Environment	MBM407	25	C	N	7
Block 3: Creating Management Advantage	MBM408	25	C	N	7
Block 4: Knowledge and Policy	MBM409	25	C	N	7
Strategy Consulting Project: Knowledge and Skills into Practice	MBM561	15	C	N	7
International Consultancy Week	MBM545	10	C	N	7
Business Mastery Project	MBM100	50	C	N	7

Indicative electives

Please note that the list of electives below may be taught in daytime, evening or weekend format.

Module Title	SITS Code	Module Credits	Core/ Elective	Can be Compensated?	Level
Advanced Corporate Finance	MBM107	10	E	N	7
Advanced Corporate Strategy in a Globalizing World	MBM167	10	E	N	7
Applied Financial Analysis for Managers and Investors	MBM520	5	E	N	7
At the Core of Entrepreneurship - Silicon Valley*	MBM176	10	E	N	7
Behavioural Finance	MBM530	5	E	N	7
Branding and Advertising	MBM522	10	E	N	7
Capturing Value from Technological Innovation	MBM179	5	E	N	7
Bayes Entrepreneurship Fund Project	MBM122	10	E	N	7
China International Study Tour	MBM137	10	E	N	7
Competitive Edge with Digital Technologies	MBM182	10	E	N	7
Consulting to Management	MBM113	10	E	N	7
Crisis Management and Leadership	MBM021	5	E	N	7
Cuba, an Economy in Transition	MBM177	10	E	N	7
Topics on Derivatives	MBM512	10	E	N	7
Digital Marketing and Social Media	MBM560	10	E	N	7

Fintechs – Disruption and Cooperation	MBM528	5	E	N	7	
Forecasting	MBM515	10	E	N	7	
Global Real Estate	MBM814	10	E	N	7	
Innovation and Entrepreneurship	MBM109	10	E	N	7	
Innovation Practice	MBM320	5	E	N	7	
Innovation & Technology Study Tour- Israel and Palestine	MBM175	10	E	N	7	
International Financial Management	MBM518	10	E	N	7	
Investment Strategy and Practice ***	MBM163	10	E	N	7	
Leading Digital Transformations	MBM173	5	E	N	7	
Leading in Challenging Situations	MBM183	5	E	N	7	
Managerial Decision Making	MBM112	10	E	N	7	
Managing Strategic Change	MBM526	10	E	N	7	
Mergers and Acquisitions****	MBM140	10	E	N	7	
New Venture Creation	MBM542	10	E	N	7	
Private Equity*****	MBM134	10	E	N	7	
Scaling Ventures	MBM553	10	E	N	7	
Silicon Valley: Digital Innovation in Action**	MBM171	10	E	N	7	
South Africa - leading change in a complex world	MBM540	10	E	N	7	
Storytelling in Business	MBM600	5	E	N	7	
Strategic Marketing in Action: Exploring Location Brands	MBM546	10	E	N	7	
Strategic Valuation and Management of Customer Relationships	MBM120	10	E	N	7	
Succeeding in Professional and Financial Services	MBM538	10	E	N	7	
Supply Chain Finance and Risk	MBM184	5	E	N	7	
Sustainability: Business Challenges and Opportunities	MBM186	10	E	N	7	
Tech for Social Good Study Tour - Kenya	MBM181	10	E	N	7	
The London Symposium	MBM170	10	E	N	7	
UAE International Study tour	MBM312	10	E	N	7	
Machine Learning for Business	MBM183	10	E	Y	7	
Managing Strategic Change	MBM810	10	E	Y	7	
Global Economic and Social Challenges	MBM805	10	E	Y	7	
Competitive Edge with Digital Technologies	MBM808	10	E	Y	7	
Consulting to Management	MBM806	10	E	Y	7	
Advanced Corporate Finance	MBM804	10	E	Y	7	
Advanced Strategy and Business Models	MBM809	10	E	Y	7	
New Venture Creation	MBM811	10	E	Y	7	
Digital Marketing and Social Media	MBM809	10	E	Y	7	
Capturing Value from Innovation: Strategies for Innovative Firms	MBM807	10	E	Y	7	

International Finance	MBM803	10	E	Y	7	
Global Real Estate	MBM814	10	E	Y	7	
Strategic Business Analysis	MBM816	10	E	Y	7	
Investment Strategy and Practice	MBM819	10	E	Y	7	
Mergers and Acquisitions (online)	MBM820	10	E	Y	7	
Private Equity (online)	MBM821	10	E	Y	7	
Start-ups in Latin America: Practicing Entrepreneurship	MBM187	10	E	N	7	
ESG Strategy and Investing	MBM144	10	E	N	7	
Leading AI and Industry 4.0	MBM822	10	E	N	7	

* The pre requisite to this module is successful completion of the 10 credit modules ‘New Venture Creation’ MBM542 or ‘Innovation and Entrepreneurship’ MBM019.

** The pre-requisite to this module is successful completion of the 5 credit module ‘Leading Digital Transformations’ MBM173.

*** Cannot be taken alongside ‘Investment Strategy and Practice’ MBM819.

**** Cannot be taken alongside ‘Mergers and Acquisitions (online)’ MBM820

***** Cannot be taken alongside ‘Private Equity (online)’ MBM821

This list of electives is an indication of the range of modules that can be on offer and is subject to change due to circumstances such as: enhancing or updating the quality and content of educational provision; responding to student feedback; academic staffing changes; the number of students in each programme; a lack of student demand for certain modules; or factors beyond the institution’s reasonable control, such as meeting the latest requirements of a commissioning or accrediting body. For these reasons, not all the electives listed will be offered every year. New (additional or replacement) modules may also be added for these reasons.

The list of electives offered in a given year will be confirmed in the last week of January that academic year.

Electives can be offered to MBAs in a different format and timetable to the core modules of the programme chosen. In order to have access to a wider array of electives, students should be prepared to adapt their personal agenda to the schedule of the modules, which can vary every year for the reasons mentioned above. The MBA will use all reasonable endeavours to ensure that at least the required number of credits are delivered in the basic format and location of the core courses of the programme chosen.

TO WHAT KIND OF CAREER MIGHT I GO ON?

If you would like more information on the Careers support available at Bayes, please go to: Bayes Careers Online www.cass.city.ac.uk/careersonline

WHAT STUDY ABROAD OPTIONS ARE AVAILABLE?

No formal options available. However, you will be located overseas for your International Consultancy Week, the international electives and potentially your Business Mastery Project, and you can also take some electives in Dubai.

WILL I GET ANY PROFESSIONAL RECOGNITION?

Accreditation Body Association of MBAs

Nature of Accreditation

Periodic re-accreditation every 4-5 years

Approval of quality of design, delivery and administrative support

HOW DO I ENTER THE PROGRAMME?

Applicants will normally be required to hold:

a good university degree or appropriate professional qualification. Candidates who do not have a degree or a professional qualification may be considered on the basis of evidence of their ability to study successfully at postgraduate level

- a balanced GMAT of 600 or above
- a minimum of three years full-time relevant work experience gained after graduation and
- if English is not the candidate's first language, they will require a minimum well-balanced IELTS score of normally 7.0. This may be waived if the candidate has worked or studied in an English-speaking environment for at least a year.

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

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