This definitive record sets out the essential features and characteristics of the Master of Business Administration course. The information provided is accurate for students entering level 7 in the 2019-20 academic year.\(^5\)

### Course Summary

This is a general management course designed for those in, or aspiring to, senior management positions or those looking for conversion from specialist fields to that of general management. It is also intended for those with entrepreneurial objectives. The MBA prepares participants for early entry into positions holding significant general management responsibilities, whilst developing a thorough understanding of the principal functional areas of management.

The course team recognises the importance of keeping a management course at the cutting edge of learning in a rapidly changing business environment and is committed to that goal.

Our particular course is also built around five key framing objectives: plurality, advocacy, enterprise, responsibility and application.

#### Plurality

Our MBA course attracts students from all around the world. As business increasingly transcends national boundaries, a knowledge of various business cultures and management methodologies is essential. You are urged to recognise multiple perspectives, and learn from

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\(^1\) For an explanation of the levels of higher education study, see the [QAA Frameworks for Higher Education Qualifications of UK Degree-Awarding Bodies (2014)](https://www.qaa.ac.uk/other-areas-work/qaa-frameworks-higher-education-qualifications-uk-degree-awarding-bodies-2014).

\(^2\) All academic credit awarded as a result of study at the University adheres to the [Higher education credit framework for England](https://www.ena.ac.uk/frameworks-for-uk-taught-postgraduate-awards/).

\(^3\) Where the course is delivered both full-time and part-time, the standard length of course is provided for the full-time mode of attendance only. The length of the part-time course is variable and dependent upon the intensity of study. Further information about mode of study and maximum registration periods can be found in the [Framework and Regulations for Taught Postgraduate Awards](https://www.ena.ac.uk/taught-postgraduate-framework-and-regulations/).

\(^4\) Details of standard entry requirements can be found in the [Admissions Policy](https://www.ena.ac.uk/entrance-requirements/admissions-policy/).

\(^5\) The University reserves the right to make changes to course content, structure, teaching and assessment as outlined in the [Admissions Policy](https://www.ena.ac.uk/entrance-requirements/admissions-policy/).
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one another’s cultural experience. Equally, our MBA course attracts students from a wide range industries spanning the private, public and voluntary sectors. This brings further experiential diversity to the course.

Advocacy
Generally, the approach to management we seek to cultivate in our students is one of diplomacy, support and enablement, rather than top-down command-and-control. This resonates with contemporary management theory, and better reflects the dynamics of organizational life.

Enterprise
Irrespective of whether you come from an entrepreneurial or managerial background, the skills associated with enterprise are essential. Notably, we seek to equip our students with an ability to think creatively and with an overriding concern for innovation. To this end, you are very much encouraged to take advantage of the resources associated with our Innovation Centre while studying at Suffolk.

Responsibility
Managerial influence rightly raises questions of responsibility. The ethics of business – and its practice – underpins each of our modules.

Application
The Suffolk MBA distinguishes itself from others in the marketplace through its emphasis on application. Students are encouraged from the outset to put into practice what they learn in the classroom in their own place of work. Additionally, we provide multiple opportunities for live consultancy experience throughout the course. You are very much encouraged to take advantage of these opportunities; not only will they enhance your management skills, but upon graduation they will help distinguish you in a competitive marketplace.

Course Aims
The overall aim of the MBA is to develop the analytical and strategic management skills of the students using concepts derived from a wide range of academic disciplines thus enabling them to respond creatively and effectively to the challenges of the global business environment. This overall aim embraces a number of distinct and individual aims.

- To provide a coherent and integrated course of study that will satisfy the needs of students and organizations operating within increasingly complex, dynamic and diverse external environments.
- To develop students’ intellectual ability based on synthesis, reflection, and analysis of complex and changing environments.
- To enable students, in terms of personal efficacy, to plan, develop and implement responses to changing environments using an interdisciplinary approach to management.
- To enable students to identify sources of sustainable strategic advantage for an organization but also to be more self-confident in managing and dealing with strategic level issues.
- To provide an opportunity for experienced specialists to broaden the range of management responsibilities they can undertake with confidence.
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Course Learning Outcomes
The following statements define what students graduating from the Master of Business Administration course will have been judged to have demonstrated in order to achieve the award. These statements, known as learning outcomes, have been formally approved as aligned with the generic qualification descriptor for level 7 awards as set out by the UK Quality Assurance Agency (QAA)\(^6\).

By the end of the MBA course participants are expected to demonstrate the following:

1. A systematic, critically informed understanding of organizations and how they are managed.

2. The ability to apply relevant knowledge to dealing with complex situations while simultaneously exercising a sensitivity to extant relationships, cultural considerations and formal procedures elsewhere in the business or organization.

3. The awareness and ability to both marshal and manage the implications of ethical dilemmas and work proactively with others to formulate appropriate solutions to these dilemmas.

4. A critical awareness of both current and prospective issues in business and management informed by leading edge research and practice in the field.

5. An understanding of appropriate techniques to allow thorough investigation of relevant business and management issues.

6. A practical understanding of how both established and evolving techniques of research and enquiry are used to generate relevant knowledge as well as an understanding of how that knowledge may be applied creatively.

7. Increased critical awareness and the ability to undertake analysis of complex, incomplete or contradictory areas of knowledge and communicating the outcome effectively.

8. The ability to conduct research into business and management issues that requires familiarity with a range of relevant data in order to inform the learning process, as well as a level of conceptual understanding to critically evaluate published research in order to identify new or revised approaches to practice.

9. The ability to navigate the challenges of working under pressure in a group as either member or leader, where appropriate.

10. The ability to communicate complex data effectively, both orally and in writing, and to demonstrate professionalism and proficiency in the use of relevant media.

Course Design
The design of this course has been guided by the following QAA Benchmark:
• Business and Management (2015)

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\(^6\) As set out in the QAA Frameworks for Higher Education Qualifications of UK Degree-Awarding Bodies (2014)
Course Structure
The MBA comprises modules at level 7.

Module Specifications for each of these modules are included within the course handbook, available to students on-line at the beginning of each academic year.

<table>
<thead>
<tr>
<th>Module</th>
<th>Credits</th>
<th>Module Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Management</td>
<td>20</td>
<td>M</td>
</tr>
<tr>
<td>Managing Through Finance</td>
<td>20</td>
<td>M</td>
</tr>
<tr>
<td>Managing Strategic Change</td>
<td>20</td>
<td>M</td>
</tr>
<tr>
<td>Organizational Behaviour</td>
<td>20</td>
<td>M</td>
</tr>
<tr>
<td>Research Methods</td>
<td>20</td>
<td>M</td>
</tr>
<tr>
<td>Strategic Marketing</td>
<td>20</td>
<td>M</td>
</tr>
<tr>
<td>Dissertation</td>
<td>40</td>
<td>M</td>
</tr>
</tbody>
</table>

One of the following:
- Consultancy Management 20 O
- Consultancy Management with International Business 20 O

Awards
The full MBA award requires students to successfully complete 180 credits. However, upon the successful completion of 60 credits, students will be eligible for a Postgraduate Certificate of Management exit award. Upon the successful completion of 120 credits, students will be eligible for a Postgraduate Diploma of Management exit award.

Course Delivery
The course is delivered at Ipswich. Students studying part-time will have 6 contact hours per week: two modules (three hours per module) studied each semester. Students will normally be expected to undertake up to 9 hours of independent and directed study per week. Students studying full-time are likely to have 12 contact hours per week (four modules per semester). The contact hours will be a mix of lectures, seminars, and practical activities. Full-time students will normally be expected to undertake 24 hours of independent study in an average week, but should be prepared for this to vary based on assignment deadlines and class exercises. For those students who opt to study the Consultancy Management with International Business module, this includes a week’s consultancy experience overseas.

Course Assessment
A variety of assessments will be used on the course to enable students to experience and adapt to different assessment styles. The assessment methods used will be appropriate to assessing each module’s intended learning outcomes. Assessment on the course overall will be 100% coursework (including live projects, essays, reports, presentations, group work, reflective learning journals and research projects).

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7 Modules are designated as either mandatory (M), requisite (R) or optional (O). For definitions, see the Framework and Regulations for Taught Postgraduate Awards.
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Course Team
The academic staff delivering this course are drawn from a team that includes teaching specialists and current practitioners. All staff are qualified in their subjects with their own specialist knowledge to contribute.

Course Costs
Students undertaking the MBA will be charged tuition fees as detailed below.

<table>
<thead>
<tr>
<th>Student Group</th>
<th>Tuition Fees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-time UK/EU</td>
<td>£14,220 per year</td>
</tr>
<tr>
<td>Part-time UK/EU</td>
<td>£1,580 per 20 credit module</td>
</tr>
<tr>
<td>Full-time International</td>
<td>£16,380 per year</td>
</tr>
<tr>
<td>Part-time International</td>
<td>£1,820 per 20 credit module</td>
</tr>
</tbody>
</table>

Payment of tuition fees is due at the time of enrolment and is managed in accordance with the Tuition Fee Policy.

Students are likely to incur other costs for books and other learning materials amounting to approximately £200 per year.

Academic Framework and Regulations
This course is delivered according to the Framework and Regulations for Taught Postgraduate Awards and other academic policies and procedures of the University and published on the website.