

MASTER OF BUSINESS ADMINISTRATION

Institute of Business, Industry and Leadership

Academic Level:	7	Credits:	180
UCAS Code:	Not Applicable		
Awarding Body:	University of Cumbria		
Delivered By:	SHRM College		
Delivery Site:	Singapore		
Programme Length:	<p>Full time: 1 year standard</p> <p>Part time in fill: up to 5 years (students are normally expected to complete within 2 years)</p>		
Mode of Delivery:	Face to Face		
Pattern of Delivery:	<p>Full Time</p> <p>This programme is also available on an infill part-time basis where you will study modules alongside the full-time cohort that are running at the time.</p>		
	Total weeks of study:	30 Weeks (plus 1-week orientation)	
	Delivery pattern:	3 Terms; 10 teaching week/Term	
	Standard semester dates:	Yes (July/Nov/March)	
Programme Webpage:	https://www.shrm.edu.sg/		

Entry Criteria

The University's standard criteria for admissions apply. Applicants are required to have equivalent to a UK first or second class honours degree (minimum 2:2 classification) or the equivalent professional qualifications. If applicants do not have these academic entry qualifications but can demonstrate relevant work experience at an appropriately senior level, they may be eligible to enter this programme following a discussion with the Programme Leader.

In addition, applicants will ideally have at least 2 years' work experience, although highly motivated candidates who can show that they would benefit from the programme and have the commitment to complete it successfully, will be considered.

Detailed criteria for admission to this programme can be found on the programme webpage: <https://www.shrm.edu.sg/>

For consideration of Accreditation of Prior Learning ([APL](#)), please refer to the University website.

An Articulation Agreement is in place to allow applicants with either the SHRM PG Diploma in Business Management or the PG Diploma in Hospitality and Tourism Management to enter the programme at the final stage, i.e. with recognition of 120 credits requiring them to complete MBAS7020 and MBAS7021.

PROGRAMME AIMS AND OUTCOMES

Programme Aims

1. To develop an in-depth and integrated understanding of the various disciplines that contribute to the study of Global Business Management and acquire a critical awareness of current issues and developments.
2. To enable individuals to lead and manage successfully and ethically across a range of organisations in a global, diverse and dynamic business environment.
3. To promote a reflective approach to global business and management practice and independent study, emphasising critical thinking, professional identity, integrity and ethics.
4. To examine and apply conceptual frameworks and analytical techniques to enhance problem solving in a practical environment.
5. To develop effective leadership, communication, team working and self-direction skills.
6. To broaden and deepen the understanding of a range of techniques and systematic procedures that are required to conduct academic research within business and management studies.

Programme Outcomes – Knowledge and Understanding

After 60 credits of study (PGCert) you will be able to demonstrate:

K1. Advanced knowledge and understanding of leadership and management informed by current international practice;

K2. The ability to reflect and learn from prior business experience and integrate new theoretical knowledge.

After 120 credits of study (PGDip) you will be able to demonstrate:

K3. A critical awareness of management, leadership and sustainable aspects in order to reflect on the diversity of the international business and management environment;

K4. The ability to improve global business and management operations and strategies by calling on proven techniques, creative models and drawing parallels with relevant scenarios;

After 180 credits of study (MBA) you will be able to demonstrate:

K5. Expertise in information management, research methodologies, ethical considerations, the selection and implementation of research methods appropriate to the field of international business and management;

K6. An appreciation of the impact of research from an applied and theoretical perspective in order to further the practical and academic understanding of problems faced by modern global organisations or industry sectors.

Programme Outcomes – Skills and other Attributes

After 60 credits of study (PGCert) you will be able to demonstrate:

- S1.** The ability to think, analyse, reflect, synthesise and appraise critically;
- S2.** A high level of personal effectiveness, time management, self-management and the displaying of international business and management acumen;

After 120 credits of study (PGDip) you will be able to demonstrate:

- S3.** Effective oral and written communication, aimed at a diverse audience;
- S4.** The design and planning of activities with support new enterprise and business development;
- S5.** The ability to recognise and address ethical dilemmas, develop strategies which can deliver growth and global sustainable outcomes.

After 180 credits of study (MBA) you will be able to demonstrate:

- S6.** An aptitude to conduct research into global business and management issues, collect data, analyse information, and reflect on the significance of the results;
- S7.** The ability to recognise and use individuals' contributions, influence others, develop new ideas to support management change or add to the body of knowledge;
- S9.** Strength in analysing, synthesising and solving complex unstructured business and management problems effectively, and the ability to share knowledge or provide appropriate recommendations.

PROGRAMME FEATURES

Programme Overview

The Cumbria MBA provides a comprehensive and contemporary study of all aspects of business and management, through an intensive 12-month programme. This programme is designed for early to mid-career professionals seeking to develop their knowledge, skills and value systems to advance to positions of responsibility and leadership.

The programme has embedded themes of sustainability, creativity, employability and enterprise which are pursued as part of diverse cohorts that are highly international, combining academic rigour and practical relevance. The delivery of the modules is through a balance of classroom teaching, independent learning, and applied project work. The Cumbria MBA allows students to develop their reflective and critical thinking skills by challenging their reasoning and analytical mindset. The problem-based learning process ensures the learning process encompasses the current global economic climate and evolving management reasoning, practices and solutions. Throughout the programme, students are also able to hone their academic and transferable skills such as report writing, portfolio creation, individual and group presentation, teamwork, negotiation skills, time management, research skills, business communication skills, leadership styles, business aptitude, IT skills, equality and diversity awareness. In addition to formal teaching, there are regular opportunities to benefit from practitioners and executives from leading organisations, via guest lectures and events.

The programme comprises 8 compulsory modules which cover all the key management and business disciplines. Students will work as individuals and groups, and have the opportunity to apply theoretical concepts to real-life complex business and management case studies. The Research Methods module provides a solid foundation for the research element of the programme and allows students to take time to consider an appropriate target for their research. This is then explored with the Independent Project module.

Other key features of the programme include:

- Curriculum design to cater for multiple entry points
- National, regional and international contexts
- Consideration of Public, Private and Third stream organisations
- Industry-centred applicability of syllabus
- Wide coverage of the business and management area

This MBA offers a solid foundation in general business and management studies expected from a “Type 2” Master of Business Administration or career development generalist programme, in line with the recommendations from the latest QAA subject benchmark (2023).

Learning and Teaching

The Cumbria MBA has been designed for candidates desiring to become effective, responsible business leaders in an increasingly global, complex and technology-driven world. Our MBA is fast-moving and interactive, and you will be challenged throughout to raise your business, management and leadership expertise.

Course overview

You will develop your leadership mentality and explore leadership and management theories, challenging your leadership thinking. You will engage with realistic business scenarios and develop purposeful, strategic leadership and business management thinking and skills. The programme encourages critical thinking and inquiry as well as the freedom to question theories and concepts. Modules are designed to create a mix of interactive learning in groups, as well as more reflective learning to equip learners with the leadership and management tools they need to grow in their ability to impact the business environment effectively as well as and pursue personal growth. You will develop global leadership qualities and skill while learning how to apply these to transform the business environment, engaging with current, live business challenges presented to you from a global business context.

This programme has specifically been designed to challenge learners to use acquired knowledge, skills and behaviours from one module to enrich the next. The aim of the programme is to develop business leaders who examine their own leadership and take personal responsibility for their leadership and management development. As a result you will become agents of change, influencing business decisions as well as behaviour in your respective business context.

This programme is designed to challenge learners’ ability to think critically and independently. The question ‘why?’ is at the heart of the conversation learners are expected to engage with. Our academic team bring substantial business and leadership experience to the programme and challenge learners across fundamental international business practices. Candidates are exposed to real-life business problems throughout the course, as well as part of their assessments.

Innovation and technology.

We continue to adopt new approaches and encourage our learners to pursue innovation through entrepreneurial thinking. Candidates on this programme will develop their innovative approaches to

problem solving, intrapreneurship and the strategies successful entrepreneurship demands. This includes the exploration and use of modern technology from the use of online data analytics to AI and blockchain.

Teaching style and methods

This programme is interactive, creating time and space for learners to reflect and strengthen their knowledge. Learners are exposed to a mix of teaching styles and individual and group learning.

Examples of the teaching styles that you will encounter on this programme are:

- a. Lectures to provide a structured framework of knowledge
- b. Tutorials to develop further understanding and to encourage discussion and debate
- c. Seminars to develop in depth knowledge and critical thinking
- d. Online and class-based workshops to develop critical analysis, research, and IT skills
- e. Guided and independent study to develop research skills, study skills and in-depth knowledge
- f. Reflection for development of academic skills, professional skills, research skills and transferable skills. Reflective practice and its role in professional life and CPD.
- g. Discussion and analysis in every module about the skills and behaviours that support effective leadership and impact within organisational contexts – the transfer and application of the learning.

The MBA Team consists of academics who are engaged with the Higher Education Academy and active members/ practitioners of the business community (regional, national and international).

Assessment

We seek to create a stimulating and innovative community of learning, facilitated by our expert practitioner staff, you will experience a learning environment that is well equipped, flexible, and stimulating.

As a student at our partner college – SHRM College, Singapore, you are part of an inclusive learning community that recognises diversity. You will have opportunities to learn by interacting with others in a collegiate, facilitative and dynamic learning environment. Teaching, assessment and student support will allow equal and equitable opportunities for you to optimise your potential and develop autonomy.

Our commitment to you ensures this programme:

1. Engages you in learning experiences that are enriching, enjoyable and intellectually stimulating

2. Works in partnership with you to develop your independence, autonomy and achievement in learning and your ability to engage in critical reflection on personal progress
3. Retains and supports you by co-ordinating the roles of tutors and learning advisers, together with online resources and peer activities and tailored support for those who are not studying full-time
4. Ensures you develop skills and capacities for your employability through a focus on attributes and opportunities for authentic and work-based learning
5. Promotes your overall satisfaction by improving means for students to evaluate their learning, regularly measuring results and acting on outcomes Learning and Teaching

Students following this programme will normally have had at least two years' postgraduate experience, and this programme will build on your combined prior knowledge as well as skills gained within a wider organizational and contextual framework.

The programme provides you with a wide variety of learning and teaching methods. Particular care has been taken to ensure that modules utilise complementary teaching and learning approaches so that students experience a good balance of activities. Modules will see experienced business professionals present real-life business issues which learners will engage with. This then creates an additional learning loop to strengthen and further grow skills, understanding and learning experience. Examples of teaching and learning methods include:

Seminar activities which require students to discuss their own/organisational practices

Research activities

Self-directed study with peer groups, plus individual reflection and small-group work

The approach is designed to facilitate the deeper exploration of problems/issues within an organisational context not only in terms of the module associated with it, but also with a view to constructing a research plan/proposal which will ultimately form the basis of the Independent Project.

Summative and Formative Assessment

Central to the philosophy of the programme is the development of independent thinkers, leaders and action-researchers. Furthermore, due to the nature of an MBA, you will bring extensive experience of your own. This is captured so that learning, teaching, and assessment strategies employed in the programme are highly student-centred and make full use of the student group as a resource. Intellectual and cognitive skills are assessed by means of a wide range of professionally relevant types of assignments.

Assessment is focussed on providing opportunities for both formative and summative assessment. Formative assessment is continuous and on-going via in class discussions and

tutorials. Tutors comment on ideas expressed, give feedback on the direction of the discussion, and recommend courses of action/lines of thought that might be taken.

Formative Assessment

Formative assessment is integrated into each module and is seen as requisite in the development of the University of Cumbria Academic Strategy. Formative feedback is a developmental tool providing opportunities to obtain advice, comment and opinion at an early stage in the assessment process, enabling students to participate in and develop ideas and strategies, whilst also identifying their strengths and areas for improvement. Formative feedback can take a number of forms: verbal or written comments following an activity, practical research exercises, oral presentations, short written tasks and can combine peer and/or tutor reviews.

Summative Assessment

Summative assessments are provided both as group and individual assignments and are based on analysis and critical evaluation of existing case-study material as well as real-life case studies provided by external businesses to facilitate the real-world application of knowledge and integration of the often-considerable expected experience of the students as well as theoretical material.

Assessments are chosen to examine students' ability to integrate theory and practice, and to think critically in relation to theory, empirical research and practice. Subject specific, professional and transferable (negotiations, communication, time management, presentation, report writing) skills are developed within classroom-based and independent learning activities. Most modules assess a variety of skills, either directly or indirectly through the assessment work for the module. The Independent Project module enables students to study and research into a specific topic in depth, and also develops further the capacities for self-managed learning and critical thinking

The assessments are wide ranging, authentic assessments, with a variety of work relevant activities. Examples include:

- Scenario-Based Learning to assess research and application of theoretical knowledge, and in depth understanding of management studies is used widely throughout the programme. It examines a regularly updated range of global case studies and scenarios;
- Essays and Reports (Written assignments) to assess research and written communication skills (e.g. MBAS7001, 7003)
- Presentations (individual and group) to assess oral communication and teamwork skills. (e.g. MBAS7006, assessed entirely through presentation, UCBP7020 formative, and Independent project supervision);
- Dissertation to assess independent study, self-management and advanced research skills (e.g. MBAS7021);

- Online participation and e-portfolio to assess research and IT skills (may be used in lieu of portfolio in some modules e.g. UCBP7003 diagnostic);
- Portfolio assessment would typically include presentations, written critical commentary, reflective diary, case study review and analysis (e.g. MBAS7002, 7004, 7005, 7020).

Running throughout the course is the theme of digital literacy, and the importance to senior managers and leaders of understanding and being able to utilise new approaches to communication, reporting and data analysis.

Key skills you will develop during your study are enhanced digital capabilities in line with the University of Cumbria/JISC six elements of digital literacy. These are ICT proficiency, information, data and media literacies, digital creation, problem solving and innovation, digital communication, collaboration and partnership, digital learning and development, and digital identity and wellbeing.

Academic literacy

We recognise that you may not have studied in a formal education environment for some time and may feel a little 'rusty' on some areas of academic practice. You will be supported to review and improve your academic skills by a range of materials and software.

SHRM College offers a range of comprehensive resources and support to students in developing strong academic literacy skills. This includes support on academic writing, referencing, research and library skills and tutorials.

Feedback

Formative assessment is integrated into each module and is seen as requisite in the development of the University Learning and Teaching Plan. Formative feedback is a developmental tool providing opportunities to obtain advice, comment and opinion at an early stage in the assessment process, enabling you to participate in and develop ideas and strategies, whilst also identifying your strengths and areas for improvement. Formative feedback can take a number of forms: verbal or written comments following an activity, practical research exercises, oral presentations, short written tasks and can combine peer and/or tutor reviews.

Summative assessments are provided both as group and individual assignments and are based on analysis and critical evaluation of existing case-study material as well as real-life case studies provided by external businesses to facilitate the real-world application of knowledge. Summative feedback will also include feed forward aimed at supporting you in continuing to develop your academic literacy in future assignments, addressing the important challenge of assessment for learning as well as assessment of learning.

All summative feedback and marks will be available within 20 working days of the submission due date.

Graduate Prospects

In 2021 the University was recognised by Hitachi Capital as being in the top 5 Universities in the UK for developing CEOs and MDs, and in the top 15% of Universities whose graduates become small business founders.

Our MBA is designed to help you achieve your potential and develop and progress in your career as a senior leader in a strategic management role. Previous graduates of our MBA programmes achieved promotions during and/or after their study to roles with both greater leadership responsibility and required strategic input. The development of their leadership skills and behaviours were cited as being central to the career progression and enhanced professional confidence.

The University of Cumbria has strong partnerships with industry, and these links have informed and strengthened the course content and ensured its relevance and currency. The knowledge and leadership skills you will develop during this programme are widely recognised as the underpinning attributes of successful leaders, across a wide range of business and organisational sectors.

The programme will help you to develop your interest in research, and your understanding of the value of bringing business research principles into problem-solving in the workplace. Many of our graduates consider further postgraduate study and research with us, at PhD/Doctoral level.

MODULES

Code	Title	Credits	Status
MBAS7001	Leadership and Organisation Behaviour	20	Compulsory
MBAS7002	Strategy	20	Compulsory
MBAS7003	Operations Management	20	Compulsory
MBAS7004	Marketing Management	20	Compulsory
MBAS7005	Financial Decision Making	20	Compulsory
MBAS7006	Change and Innovation	20	Compulsory
<p>Students exiting with any 60 credits would receive a PgC</p> <p>Students exiting at this point with 120 credits would receive a PgD</p>			

Code	Title	Credits	Status
MBAS7020	Research Methods	20	Compulsory
MBAS7021	Independent Project	40	Compulsory
<p>Students exiting at this point with 180 credits would receive an MBA</p>			

Key to Module Statuses	
Core modules	Must be taken and must be successfully passed.
Compulsory modules	Must be taken although it may be possible to condone/compensate as a marginal fail (within the limits set out in the Academic Regulations and provided that all core or pass/fail elements of module assessment have been passed).

Timetables

Timetables are normally available few weeks ahead of the start of term. Please note that while we make every effort to ensure timetables are as student friendly as possible, scheduled learning can take place on any day of the week.

This programme may also be made available on an infill part-time basis at the discretion of the academic programme leader. In such cases, you will study modules alongside the full-time cohort(s) that are running at the time

ADDITIONAL INFORMATION

Student Support

Induction/Orientation

Postgraduate induction takes place during the first week of the new term, prior to the start of the programme. Induction involves meeting the programme team, programme introduction, registration/enrolment, library induction and study skills. The Orientation Week includes introduction to key services and a campus tour.

Students will also undertake a series of activities designed to form cohesion amongst the student group, to familiarise you with the University and introduce you to a range of support services who are there to help you settle into university life and help you progress through your studies. You will be shown how to use the Virtual Learning Environment (VLE) and how to submit assessments.

Module Tutorials

Group tutorials are embedded throughout the programme. Additional tutorial support may be available after timetabled teaching sessions or by appointment via the module tutor/module leader.

Library and Academic Support

Library and learning resources available at SHRM College, University's Portal and the Singapore National Library Network. Module leaders will collaborate with Programme Manager to ensure list of books required for the modules are available in the college's library.

Singapore National Library (NLB) membership will be fully subsidised by SHRM college. With a library membership, students may access NLB's network of 28 libraries across Singapore, the National Library and the National Archives of Singapore. Students may borrow library items at any of the public libraries, access a wide range of eBooks, databases and other online resources.

Mentorship System

As part of a student's educational experience with SHRM, students will be assigned lecturers as their mentors upon commencement of their course. The mentors will advise students on issues they may face during their course of study with us. You are encouraged to talk to your mentors regularly or discuss any difficulties you may be facing. For international students who have just arrived Singapore, the mentor will assist you to cope with the new environment and settle in promptly so that you may concentrate on your studies.

Student Support Services

All SHRM students are covered under a group medical insurance scheme with an annual coverage limit of S\$20,000 per student. It covers at least B2 ward in government and restructured hospitals.

and provides for 24-hour coverage in Singapore and overseas (if the student is involved in SHRM-related activities). Details of the medical insurance coverage can be found on the college's website, at <http://www.shrm.edu.sg>. The claim form is also available on the school's website. If students need assistance in submitting a claim, they can approach the Student Services Department.

CPE requires all students' paid course fees to be protected. As required by CPE, we have in place a Fee Protection Scheme (FPS). The FPS serves to protect the student's fees in the event the PEI is unable to continue operations due to insolvency, and/or regulatory closure. In addition, the FPS protects the student if the PEI fails to pay penalties or return fees to the student arising from judgments made against it by the Singapore courts. This scheme is compulsory for all students. SHRM College only uses the Insurance scheme. SHRM will purchase insurance from the list of CPE-approved FPS providers for all students enrolled to ensure protection of the students' fees. Students will receive a softcopy of the Certificate of Insurance in his/her email directly from the Insurance Company. Details of the Fee Protection Scheme can be found on the college's website, at <http://www.shrm.edu.sg>

As part of a student's learning experience with us, it is important to make arrangements for suitable accommodation prior to the student arriving in Singapore. Our Pre-Admission Team will be able to assist students to make arrangements at various student hostels. Our staff will also be able to advise students on the current rental rates and what to look out for when renting a place.

During the period of study, students who require further assistance can approach the Academic Division staff, their respective mentors or lecturers. In a situation where they need pastoral care, the college would also arrange for them to consult a psychologist.

Student Representatives

The Students' Council represents the views and interests of students within the College and is led by a group of Student Representatives. The Students' Council represent the views of their cohort and work with academic staff to continuously develop and improve the experience for all SHRM College students. Every programme will have at least a nominated student representative, who will work on behalf of their fellow students to ensure that the student voice is heard, and that issues and concerns that students raise are satisfactorily resolved with programme teams, and the College.

Course Costs

Tuition Fees

Course fees can be found on the course web pages: <https://www.shrm.edu.sg/>

Additional Costs

The following course-related costs are not included in the fees:

- Printing, IT equipment and optional field trips.

Exceptions to the Academic Regulations

This programme operates in accordance with the University's Academic Regulations and Academic Procedures and Processes.

External and Internal Benchmarks

Benchmarks used within the development of this programme are as follows

Publications from the UK Quality Assurance Agency (QAA) for Higher Education, including:

- i) QAA Characteristics Statement: Master's Degree (February 2020)
- ii) QAA Subject Benchmark Statement: Master's Degrees in Business and Management (2023)
- iii) QAA Framework for Higher Education Qualifications in England, Wales and Northern Ireland

University of Cumbria strategic documents:

- i) UoC Strategic Plan
- ii) Institute of Business, Industry and Leadership Plan
- iii) UoC Learning, Teaching and Assessment Strategy
- iv) UoC Curriculum Design Framework
- v) UoC Academic Regulations

Disclaimer

This programme has been approved (validated) by the University of Cumbria as suitable for a range of delivery modes, delivery patterns, and delivery sites. This level of potential flexibility does not reflect a commitment on behalf of the University or SHRM College to offer the programme by all modes/patterns and at all locations in every academic cycle. The details of the programme offered

for a particular intake year will be as detailed on the programme webpage:

<https://www.cumbria.ac.uk/study/courses/postgraduate/mba-lancaster/>