



**Middlesex
University
London**

Master of Business Administration

(Studied in Danish)

Student Programme Handbook **2013/14**

Franchised by Middlesex University, London UK

Student Name:

Programme Leader: Dr Daniel Doherty

Institutional Link Tutor: Ms. Lone. G. Colding

Middlesex Link Tutor: Dr. Vinaya Shukla

Information in alternative formats

This handbook can be found online at <http://www.brock.dk/> on FRONTER.

If you have a disability which makes navigating our website difficult and you would like to receive information in an alternative format, please contact the MBA Programme Co-ordinator, fuldmægtig Julie Keldsbo Rasvig on jkr@brock.dk or Jenny O'Reilly (j.o'reilly@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 CD or 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.

Purpose and status of your student programme handbook

The purpose of this handbook is to provide you with information about your programme of study and to direct you to other general information about studying with Middlesex University some of which is available on UniHub.

The material in this handbook is as accurate as possible at the date of production, however **please note that this handbook is subject to change**. The responsibility rests with you to check the updates to the handbook on FRONTER.

Your comments on any improvements to this handbook are welcome. Please put them in writing (an email will suffice) with the name of the handbook to Jenny O'Reilly (j.o'reilly@mdx.ac.uk).

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 <http://unihub.mdx.ac.uk/study>.

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Programme Academic Calendar

This is your Programme Academic Calendar for the 2013/14 academic year.

September 2013

27 New student induction week commences

October 2013

4 Teaching starts for autumn term

December 2013

14 Last day of teaching in the autumn term

December/January 2014

22-1 Niels Brock closed for Christmas vacation

24-2 Christmas vacation

January 2014

6 Niels Brock re-opens after Christmas

20-24 Examinations for Autumn term taught modules

24 Teaching starts for Winter term for returning students

February 2014

25 (5pm UK time) Publication of Autumn term module results for taught modules on myUniHub

April 2014

11 Last day of teaching before Easter vacation

11 End of teaching

17-21 Niels Brock premises closed during Easter vacation

22 Niels Brock re-opens after Easter

April / May 2014

28-20th May Examinations for Winter term taught modules

May 2014

16, 28 and 29 Bank holiday –Niels Brock closed

June 2014

5 and 9 Bank holiday –Niels Brock closed

23rd (9am UK time) Publication of module results for Winter term taught modules on myUniHub

July 2014

3 (5pm UK time) Publication of progression decisions on myUniHub

August/September 2014

26-3 Deferred /reassessment examinations

September 2014

16 (5pm UK time) Publication of module results for Deferred /reassessed modules on myUniHub

22(5pm UK time) Publication of progression decisions for Deferred /reassessed modules on myUniHub

Student attendance dates for 2013/14

27 September 2013 – 14 December 2013 (New students)

24 January 2014 – 11 April 2014

28 April 2014 – 10th October 2014

Learning Framework Term dates

4 October – 14 December 2013	Autumn term – new students	(11 weeks)
13 January – 4 April 2014	Winter term	(13 weeks)
28 Apr - 18 Jul 2014	Spring term	(12 Week)
21 Jul- 3rd October	Summer Term	(11 Weeks)

You can view your academic calendar for this academic year online at <http://www.brock.dk/mba-executive/mba-master-of-business-administration/#c40598>.

Part time students should check this website at the start of the 2014/15 academic year for the calendar for next year.

INTRODUCTION TO NIELS BROCK COPENHAGEN BUSINESS COLLEGE

History

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 Brock 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 mindset.

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 utmost 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 Copenhagen Business College 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 Copenhagen Business College, 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; <http://www.mdx.ac.uk/aboutus/Strategy/regulations/index.aspx>
- 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 Jenny O'Reilly (j.o'reilly@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 Copenhagen Business College on the delivery of the Programme. The Memorandum, among other things, sets out the responsibilities of both Niels Brock Copenhagen Business College 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 Copenhagen Business College.
 - **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 pages 19 on Learning Resources and page 30 on your Support Services
 - **Programme Management and Monitoring**
Please see page 20 and Page 25 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 21 on Complaints

If you wish to view this document then please contact Jenny O'Reilly (j.o'reilly@mdx.ac.uk) from Middlesex University.

• **Quality Assurance Agency for Higher Education (QAA) UK Quality Code.**

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 from watching two short [videos](#) designed specifically for students in Higher Education, which are available on line at: <http://www.qaa.ac.uk/AssuringStandardsAndQuality/what-is-quality>

WELCOME TO THE BUSINESS SCHOOL

Welcome from the Dean

I am delighted to welcome you to Middlesex University and in particular to the Business School.

Middlesex University Business School has been a major provider of business, management and professionally accredited programmes, for over fifty years, with an impressive track record of working in partnership with public, private sector and international organisations.

The overall purpose of our programmes is to develop professionals who can manage ethically, sensitively and holistically in a range of organisations in an increasingly global and rapidly changing environment. Our graduates can be found in almost all walks of business, industrial, community and professional life.

Today our programmes are specifically designed to meet the needs of employers and the professions, but, more importantly, your needs as students. With this in mind, our programmes aim to develop your personal and professional knowledge, skills and competence in order to enable you to realise your full potential. Your programme will almost certainly include opportunities for practical application, and where appropriate recognised by the relevant professional bodies.

This programme handbook contains an overview of your programme and its modules – keep it safe so that you may refer to it throughout your time on the programme.– keep it safely so that you can refer to it throughout your time studying with Middlesex. It contains an overview of the framework of your programme and the content of its modules. It also signposts key contacts and information which you will need to progress your studies and to get the most out of your time with us.

From our side we will endeavour to deliver the best experience we can so that you can build on your skills and knowledge and realise your full potential. In return we expect you to engage actively in the learning process, to be fully committed to your studies and determined to succeed.

In your early weeks, this includes reading through this handbook and consulting the other information sources flagged here. You are not expected to absorb everything in detail, but to be aware of the main resource documents and their contents.

I wish you well in your future studies and look forward to celebrating your success at your Graduation Ceremony.

Anna Kyprianou
Dean and Pro Vice-chancellor

Middlesex Link Tutor's Welcome

Welcome to the MBA at Middlesex and to an experience that will stay with you for the rest of your life. We will strive to give you the best possible learning experience. The academic staff associated with this Programme are all experts in their field, who use a range of pedagogies. The assessments are mostly practice oriented with the overall teaching and assessment structure being so designed as to enable steady assimilation of management knowledge and skills.

I hope that all of you will make the best possible use of this opportunity. Please ensure that you come prepared to the class and actively engage in class discussions with other students as well as the academic staff. This way you would enrich each other's knowledge given your different nationalities, educational backgrounds and work experiences. I also expect you to use our Learning Resources effectively and put intensive effort into the assessed tasks.

Dr Vinaya Shukla
Middlesex University Link Tutor

Welcome from the Niels Brock Link Tutor

I should like to take this opportunity to welcome you to Niels Brock Copenhagen Business College 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 both exciting and challenging. 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 course and to obtain the qualification you are seeking. Niels Brock staff will do all they can to make your experience here both enjoyable and rewarding. They are easily approachable and will be happy to help at any time.

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

All good wishes

Lone.G.Colding
Program Director, Niels Brock Executive and Link Tutor
Niels Brock Copenhagen Business College

CONTACTS AND COMMUNICATION

Communicating with you

As well as your handbooks important information is communicated to you using UniHub, FRONTER, myUniHub and email so it is important that you regularly (ideally daily) log in and check for important messages. If you prefer, you can set up your Middlesex university email account to forward all new messages to another email address. The student email '[How To](#)' guide gives details on how to do this: <http://unihub.mdx.ac.uk/study/library/help/guides/index.aspx>

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 <http://www.brock.dk/mba-executive/om-niels-brock-executive/>

Middlesex University Link

Tutor

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Middlesex University
The Burroughs
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NW4 4BT
England
Telephone: +44(0)208 411 4247
Email: V.Shukla@mdx.ac.uk

Middlesex University

Programme Leader

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The Burroughs
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Email: D.Doherty@mdx.ac.uk

Niels Brock Link Tutor

Lone.G.Colding
Fiolstræde 44
1115 København K
Telephone: +45 33 41 93 76.
Email: lol@brock.dk

Niels Brock Academic Staff for 2013/14

Neils Brock Staff Name	Title/Module	Email
Allan Brødegaard Hansen Jan Arnoldi	Module Lecturer MBA4631 Leadership	allan.hansen2@sas.dk janarnoldi1@gmail.com
Per Bergfors Kristian J. Sund	Module Lecturers MBA4634 (Business Strategy)	per@bizconsulting.dk sund@ruc.dk
Bernt Skov Jensen	Module Lecturer MBA4636 (Operations Management)	berntskov@hotmail.com
Bent Henrik Madsen Henrik Ølgaard	Module Lecturer MBA4643 (Finance & Economics)	BHMA@niels.brock.dk henrik.olgaard@gmail.com
Carsten Thornhøj	Module Lecturer MBA4646 (Marketing Management)	cath@catarget.dk
Jan Arnoldi	Module Lecturer MBA4645 (Management Perspectives)	janarnoldi1@gmail.com
Jesper Lind Madsen	Module Lecturer MBA4800 (Project)	jlm@brock.dk

Administration staff

Neils Brock Staff Name	Title	Email
Julie Keldsbo Rasvig	Programme Co-ordinator Student counsellor	jkr@brock.dk
Lone.G.Colding	Institution link tutor	lol@brock.dk
Stine Randklev	Librarian	srn@brock.dk
Middlesex University in London	Title	Email/ Telephone
Jenny O'Reilly	Academic Partnerships Manager	J.O'Reilly@mdx.ac.uk
Ali Mazhar	Academic Partnerships Co-ordinator	M.Mazhar@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.

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 *aan* (where 'aa' are your initials and 'nn' 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 (you should have already done this).

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 and FRONTER

In addition to the information that is found on UniHub, you should also view the Niels Brock website (<http://www.brock.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, FRONTER, accessed from Niels Brocks homepage. FRONTER will be the main source of information for your learning materials and finding out about your assessment requirements.

FRONTER

Niels Brock will provide you with access to the local Virtual Learning Environment, **FRONTER**. Your lecturer will upload all relevant material concerning the module to this platform and you will have access to FRONTER through the internet. All relevant information from the Copenhagen administration will also be uploaded to FRONTER.

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

Login details for FRONTER

Your login details to access the personalised areas of FRONTER 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 FRONTER, 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; <http://unihub.mdx.ac.uk/study/library/help/guides/index.aspx>. 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 email please contact the IT Helpdesk. You can contact them by Phone (+45 33419100) or Email (helpdesk@brock.dk).

<p>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.</p>

You can access your email by logging into FRONTER. Guides on using your account are available on <http://www.brock.dk/om-niels-brock/brock-online/>

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 via email (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).

YOUR PROGRAMME

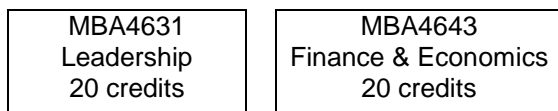
Programme Structure Diagram

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

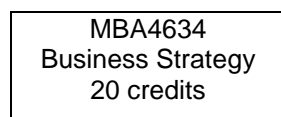
Part Time MBA – September Start

First Year

Term One (Autumn term)

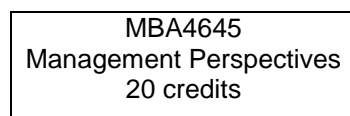


Term Two (Winter term)

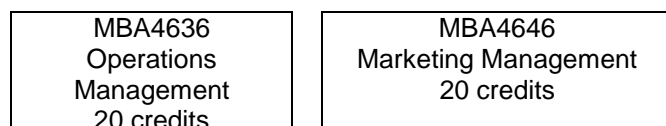


Second Year

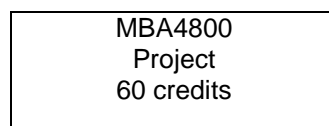
Term Three (Autumn Term)



Term Four (Winter Term)



Term Five (Jun-Sep))



Part Time MBA – February Start

First Year

Term one (Winter Term)

MBA4634 Business Strategy 20 credits
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MBA4646 Marketing Mgmt 20 credits

Term two (Spring Term)

MBA4631 Leadership 20 credits

Second Year

Term three (Autumn Term)

MBA4643 Finance & Economics 20 credits
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MBA4645 Management Perspectives 20 credits

Term four (Winter Term)

MBA4636 Operations Management 20 credits

Summer term (Jun-Sep)

MBA4800 Project 60 credits

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.

Your modules

The MBA programme has seven modules:

Module
MBA4631 (Leadership) 20 credits
MBA4634 (Business Strategy) 20 credits
MBA4636 (Operations Management) 20 credits
MBA4643 (Finance & Economics) 20 credits
MBA4646 (Marketing Management) 20 credits
MBA4645 (Management Perspectives) 20 credits
MBA4800 (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 FRONTER.

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

Your timetable

The timetable is finalised over the summer but once this is done you can access your personal timetable from FRONTER <http://www.brock.dk/om-niels-brock/brock-online/>.

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 <http://www.brock.dk/mba-executive/om-niels-brock-executive/kontakt-os/>.

Teaching Schedule

Timetables are available online at <http://www.brock.dk/mba-executive/mba-master-of-business-administration/#c40598>. Any changes to your timetable will be notified to you by the Niels Brock administration team.

Your first year assessment

Assessment schedule

Assessment schedules will be available on FRONTER 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 FRONTER on the Niels Brocks website to ensure that you are aware of any changes.

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](#) on MBA is available to assist you and includes links to useful resources such as key websites and blogs as well as general help with studying and researching topics for assessment: libguides.mdx.ac.uk

Please refer to UniHub for full information about the [library](#) and learning resources available to you: <http://unihub.mdx.ac.uk/study/library>

Niels Brock Learning Resources

The Middlesex University MBA Programme is accommodated in a dedicated area within the Fiolstræde building – next to the Middlesex University MBA Programme Office.

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

Second floor –

- 2 x Classrooms/seminar rooms
- 2 x Group Session Room
- Internet access, printer and copier
- Ground floor Restaurant
- Meeting rooms (available on request)
- Access to auditorium. The Auditorium has 54 fixed seats with writing tablets.

Further rooms – of almost any size and layout – can be booked by contacting the student office, Fiolstræde 44, 1171 København K, 2. floor.

Libraries

Niels Brock offer MBA students access to our library.

The Niels Brock library is located at Julius Thomsens Plads 10 (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.

Attendance

The X Grade

It is important that you attend all your lectures and tutorials as otherwise you may not be able to achieve the learning outcomes for your modules. As your attendance is so important there are modules which have a minimum level of attendance required. If your attendance fails to meet these requirements you may be excluded from the assessment and be given a grade of X for the module.

The definition of the X grade is “ineligible for assessment due to unsatisfactory attendance/participation but may be retaken with permission”. It is not a punishment for poor attendance but recognition that you have not been able to prepare yourself for assessment in the content of the module. The full regulations regarding attendance are in Section C of the [University Regulations: www.mdx.ac.uk/regulations](http://www.mdx.ac.uk/regulations)

For further [guidance on attendance](#) requirements please refer to the section on attendance which is available on UniHub: unihub.mdx.ac.uk/study/attend

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.

How to help enhance your programme

How you can feed back to us

As well as talking to your module leaders or programme leaders about any issues, there are also other ways you can feed back and help enhance the quality your programme.

Board of Study

This is a forum where student representatives and staff meet to discuss the MBA programme. This includes any issues but also talking about future developments and things that are going well. The Board also looks at student survey results and the reports from External Examiners. The meetings will be conducted in English. Minutes are made of the discussions and decisions. These will be made available to students via the Niels Brock email address. The minutes are also considered by Niels Brock and the Middlesex Business School during an annual review period.

The membership for all Boards of Study includes:

- Student representatives (for more information about being a student rep see below)
- Institutional Link Tutor (Chair)
- academic staff involved in the delivery of the programme and/or modules
- Support services representatives
- Middlesex University link tutor

The **student representatives** are elected by the end of week 2 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 <http://www.brock.dk/mba-executive/om-niels-brock-executive/>.

Student representatives will receive a training session. The session will cover the key aspects including:

- *Institutional Structure*: the academic infrastructure and how the student feedback mechanisms form part of this.
- *Role of the Student Representative*: the purpose of a Student Representative, considering what makes for an effective and efficient discharge of a Student Representative's responsibilities.
- *Rights and Responsibilities*: the rights and responsibilities of a Student Representative

More information is also available on the Middlesex University Student Union website: http://www.musu.mdx.ac.uk/student_representation

Meeting dates

Niels Brock will confirm the exact dates of the board of study meetings at the start of the academic year. Board of study meetings are held once every term. The first meeting should take place in November 2013.

Student surveys

During your time at Niels Brock you will be asked to give your feedback on your module, programme or Niels Brock by completing a survey. These are important as they help your programme team and Niels Brock to determine what could be improved (as well as what is going well) and therefore please take the time to complete these. 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 FRONTER.

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 (Fiolstræde 44, 1171 København K). You can also email using the information available at <http://www.brock.dk/mba-executive/om-niels-brock-executive/kontakt-os/>.

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](http://www.mdx.ac.uk/regulations)

How we consider your feedback

The feedback you give through your student reps, through surveys and at Boards of Study meetings plays an important part in reviewing the Master in Business Administration programme during and at the end of the academic year. Some of the changes we have made to the programme have been a result of student feedback. For example, a couple of years back the students had highlighted that they were being excessively assessed. This prompted a review of the assessment structure and both the quantum and nature of assessments were modified, where appropriate.

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 although this may not always be evident to you as they will not always be presented as such.

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.

Although you can see how to a certain extent employability has been embedded in the MBA programme curriculum, it is still your responsibility to actively seek out these skills and identify what is covered where.

Your employability cannot be ensured without your engaging with and understanding the importance of it. Once you take ownership of this, the University can support your development in a variety of ways both within your curriculum, outside of your curriculum and outside of the University, by helping you to make sense of your experiences and understand how to articulate your learning and development.

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 future 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 Copenhagen Business College. 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. The student counsellors may assist you in for example the following areas:

Education options

- Job opportunities
- International programs
- Special educational support
- Personal issues

A student counsellor is subject to student confidentiality when in contact with both other people and authorities. Appointments can be made via email available online at <http://www.brock.dk/mba-executive/om-niels-brock-executive/>

LEARNING, TEACHING AND ASSESSMENT

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, FRONTER, 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.

The teaching and learning strategy of the MBA is designed in line with the professional orientation of the course and its focus on practice. Given the emphasis on developing practitioners, particularly those aiming to excel in consulting or enterprise, the underlying objective of the MBA is to combine theoretical rigour with practice. This is in evidence, with a balance between theory and its practical application in lectures and workshop sessions across all modules.

A range of methods are used to enable you to have the best possible learning experience. Relevant concepts and theory are usually put onto presentation slides and uploaded onto FRONTER, the Niels Brock e-learning portal. To bring out the nuances of practice in relation to theoretical/conceptual ideas, case studies are distributed in advance as well. Students come prepared to the class with the case analysis and readings and discuss their issues/ideas/viewpoints with other students. The role of the academic staff is more of a facilitator who may use question/answer, group discussion, presentation and short test formats to develop student's understanding of the subject. Some tutors also use simulation methods and videos to supplement their lectures. An important requirement for effective learning is that students follow the instructor's instructions carefully and come appropriately prepared to the class.

Group work is an integral part of the teaching, learning and assessment strategy on the MBA. Group work is used on all courses as a basis for formative assessment and, throughout each module. You will be required to take it in turns to facilitate group work both in taught sessions and workshops. **In relation to summative assessment of group coursework, students are required to choose their group members with whom they would work.**

Support for group work will be provided in the induction programme in the form of an exercise on team work as well as shortly after the beginning of the MBA programme during ALE 1, which adopts

an experiential learning approach to prepare and guide you for group work. ALE 1 focuses on issues related to establishing and developing interpersonal and group relationships, encouraging participants to support each other and form effective working teams, increasing knowledge of team roles, relationships, qualities, values and behaviours, and an examination of individuals' leadership styles. If difficulties arise in the course of managing the group work process, you should discuss this with the module tutor concerned. The module tutor will provide advice and guidance and, should ongoing problems arise, will observe students during group work activities and feed back to the group with guidance and recommendations. If problems remain unresolved, the link tutor in consultation with the module lecturer reserves the right to change the number or composition of groups but not at the expense of disrupting the composition of other groups.

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 consist of time controlled assessments, individual and group courseworks and projects.

The summative assessment used in the MBA has a significant emphasis on practice. For example, students are often required to prepare reports and presentations from the perspective of the senior management team of an organisation or as advisors/consultants to an organisation's senior management. Further, on most modules, there is a split between individual and group-based assessment, where the latter reflects the realities of professional practice and the requirement to work as part of a team and/or depend on others to carry out tasks.

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 can see 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.

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 FRONTER. 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 FRONTER. Please refer to these and contact the module lecturer if you have any queries.

Exams

Information about exams, including the timetable and advice on preparing and revising is available on UniHub; <http://unihub.mdx.ac.uk/study/exams> or [FRONTER](#).

Past exam papers, if available, can be accessed via the My Study area of UniHub:

<https://myunihub.mdx.ac.uk/web/home-community/mystudy> .

If you are concerned about your exams then please contact your module lecturer at Niels Brock.

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 second marked. An External Examiner also receives a sample of assessments for a module including all fails and all firsts/distinctions. 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.

Exams set by	Middlesex University
Coursework set by	Middlesex University
Exams marked by	Niels Brock Copenhagen Business College
Coursework marked by	Niels Brock Copenhagen Business College
Exams Moderated by	Middlesex University
Coursework moderated by	Middlesex University

Return of coursework/ exam scripts

You are expected to keep a copy of all your coursework and 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.

Exam scripts are not returned to any student, however you can obtain feedback on exam performance by contacting the module lecturer.

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.

The External Examiner(s) for the MBA programme are:

- Dr Dotun Adebajo, Professor of Supply Chain Management, University of Greenwich
- Dr Lez Rayman-Bacchus, Senior Lecturer Strategy and eBusiness, London Metropolitan University
- Mr Jonathan Challacombe, Senior Lecturer Maritime Studies and International Logistics, Plymouth University
- Dr Yew-Ming Chia, Senior Lecturer in Accounting, University of Edinburgh Business School
- Dr Mei-Na Liao, Lecturer in Marketing, Bradford University School of Management
- Dr Caleb C Y Kwong, Senior Lecturer, University of Essex Business School

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:

unihub.mdx.ac.uk/study/academicquality/externalexaminers

Assessment Feedback

Feedback on your assessment (both formative and summative) provides the opportunity for you to reflect on it 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 working days of the published 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 chart below.

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/study/assess/results>

Please note that in the MBA programme no compensation is allowed. In other words you will have to pass every module (get at least grade 16) in order to get the MBA degree. Within each module, student needs to have at least grade 18 in each assessment component.

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/study/assess> first and then talk to your Link Tutor or MBA Programme Co-ordinator at Niels Brock.

Your results

At the end of each academic year your module grades will be considered and confirmed by an Assessment Board. Once the Assessment Board has met you will be able to view your results and progression status in the [My Study](https://myunihub.mdx.ac.uk/web/home-community/mystudy) 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 start of this handbook or at: <http://unihub.mdx.ac.uk/mdx/calendar/>

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.

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 Copenhagen Business College".

Your certificate will be sent to Niels Brock by Middlesex within 4 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.

Full details of the information which will appear on your certificate are set out in the Middlesex Regulations, section E13.5: <http://www.mdx.ac.uk/regulations>

Diploma Supplement

All students are issued with a diploma supplement verified by Middlesex University which will include Niels Brock Copenhagen Business College 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>

Re-assessment

Although no one anticipates failing a module, it is important that you are aware of what happens if you do. Normally you would be entitled to one re-assessment opportunity if you don't pass and there is no financial cost associated with this second attempt. You should however consult the Your Study area on UniHub for more information <http://unihub.mdx.ac.uk/study/assess/progression> or contact your Link Tutor or MBA Programme Co-ordinator at Niels Brock if you have any questions.

Deferral of assessment

If there are exceptional circumstances which through no fault of your own are preventing you from completing all or some of your assessment (e.g. submitting coursework or taking an exam) you may seek permission to defer the relevant assessment to the next available opportunity. If you think this applies to you then you should first read the full Deferral Policy which is available in the Assessment and Regulations section of the Your Study area on UniHub:

<http://unihub.mdx.ac.uk/study/assess/Deferral>.

Deferral requests should be submitted to the MBA Programme Co-ordinator at Niels Brock by completing the relevant form and attaching supporting documentation, e.g. medical certificates. **The final deadline for deferral applications is 2 weeks after the end of the exam period** (the dates of which are in the academic calendar at the start of this handbook). The deferral form is available from the Admin and Finances section of myUniHub: <https://myunihub.mdx.ac.uk/web/home-community/myadminandfinances>.

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

If you have difficulties accessing UniHub after a deferral, contact UniHelp at

<http://unihub.mdx.ac.uk/unihelp>

Extenuating Circumstances

If you do not wish to defer your assessment, but are concerned that exceptional personal circumstances (e.g. ill health) might affect your performance in assessment, you can submit a claim for extenuating circumstances. Your circumstances will be kept confidential but will be summarised by the School's Assessment Officer and brought to the attention of the appropriate Assessment Board. If you think this applies to you then you should first read the information in the Assessment and Regulations section of the Your Study area on UniHub:

<http://unihub.mdx.ac.uk/study/assess/extenuating>

It is important to note that extenuating circumstances are only considered when determining the progression or final classification of borderline students. **They cannot be used to change the grade of a module.**

Claims for extenuating circumstances should be submitted to the MBA Programme Co-ordinator at Niels Brock by completing the relevant form and attaching supporting documentation, e.g. medical certificates. The **final deadline** for submission of extenuating circumstances forms with supporting documentation is the **last date of the examination period**. The extenuating circumstances form is available from the Admin and Finances section 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.

Academic misconduct

It is important that you are aware of what constitutes academic misconduct and section F of the University Regulations gives this in full: mdx.ac.uk/regulations

Plagiarism is taking someone else's work or ideas and passing them off as your own. Remember plagiarism isn't just restricted to essays or reports it can also happen with visual work as well. It includes:

- copying – submission of someone else's entire work as your own. The original work could be from the internet, a classmate, or a student in a previous year.
- failing to indicate a direct quote (quotation marks should be used) in the text.
- paraphrasing or synthesising material from a book, journal article or internet site without acknowledging the source in the text.
- composing a paragraph by joining together sentences from a number of sources and not acknowledging them in the text.
- using your own previous work in another assignment without acknowledging it.

The University takes plagiarism very seriously and you will face a penalty if found guilty of plagiarism regardless of whether it was unintentional or a first offence. You should therefore make sure that you understand how to reference properly so that you can use another author's work without plagiarising. The library has produced a useful guide on referencing which you can access online at; libguides.mdx.ac.uk/plagiarismreferencing.

Academic misconduct also covers **examinations**. You should ensure that you read the **exam regulations** before attending your exams to ensure you know what is expected of you and what is permitted. These can be found in the Your Study section of UniHub: mdx.ac.uk/study/exams/regs.

If you have any questions regarding plagiarism or academic misconduct then please contact your Link Tutor at Niels Brock.

Appeals

All students are able to appeal against Assessment Board decisions and the outcome of academic misconduct cases. The regulations for appeals are set out in Section G of the University Regulations: <http://www.mdx.ac.uk/regulations>.

If you are considering submitting an appeal against an Assessment Board decision then please consult the guidance on UniHub <http://unihub.mdx.ac.uk/study/assess/appeals>.

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 'Contacts and Communication' section for details.

General Educational Guidance and Enquiries

General educational guidance, clarification of University Regulations and help with planning your programme is available Desk from the Neils 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 (www.brock.dk) 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 MU)
- 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 Lone.G.Colding (lol@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 Board of Study 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 10am – 2pm or by appointment.

The student office is located at the Niels Brock Faculty of Executive Education, Fiolstræde 44, 1171 København K. The best means of communication is via email. Contact details are stated below:

Institution Link tutor	Ms Lone.G.Colding	✉ lol@brock.dk ☎ +45 3341 9376
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 installment plan consists of four payments for the Part-time programme:

Part-time: The installment plan is available online at <http://www.brock.dk/mba-executive/mba-master-of-business-administration/#c42040>

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.

Students' Union Membership

As you do not attend a Middlesex University London campus you are, unfortunately, not a member of Middlesex University Students' Union (MUSU). However you are entitled to the following benefits.

ISIC cards - full time students only

As a full time student you can apply for an International Student Identification Card which will give you discounts on travel, shopping and experiences world wide.

PROGRAMME SPECIFICATION AND CURRICULUM MAP FOR MASTER OF BUSINESS ADMINISTRATION



1. Programme title	Master of Business Administration
2. Awarding institution	Middlesex University
3. Teaching institution	Niels Brock Copenhagen Business College
4. Programme accredited by	N/A
5. Final qualification	Master of Business Administration
6. Academic year	2013/2014
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)

<p>9. Criteria for admission to the programme</p> <p>The criteria for admission to the programme are as follows:</p> <ul style="list-style-type: none"> • 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. <p>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).</p> <p>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.</p>
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<p>10. Aims of the programme</p> <p>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.</p> <p>This aim is achieved through:</p> <ul style="list-style-type: none"> • 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. <p>The specific objectives for the MBA are that students will improve their ability to:</p> <ul style="list-style-type: none"> • 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

On completion of this programme the successful student will have knowledge and understanding of:

1. the core business and its relationship to strategic management;
2. the role of leadership in the strategic management of people and resources in entrepreneurial and established organisations;
3. the strategic role of finance within organisations;
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.

Teaching/learning methods

Students gain knowledge and understanding through:

1. Learning sessions that are used to instil outcomes 1, 2, 3, 4, 5 and 6
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. Activities, such as the ALEs, to achieve outcomes 2, 3 and 5
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

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

1. critically evaluate management concepts, theories models and frameworks;
2. apply and critically evaluate the impact of management models, concepts and theories in dynamic organisational environments;
3. evaluate options using appropriate decision-making criteria including the use of financial tools.;

Teaching/learning methods

Students learn cognitive skills through

1. Learning sessions that are used to instil in students the foundations of outcomes 1, 2, 3, 4, 5 and 6
2. Case studies to achieve outcomes 1, 2, 4 and 5
3. Activities to achieve outcomes 2, 3, 4 and 5
4. Open and directed workshops and discussions will be used to achieve outcomes 1, 3, 4, and 6
5. Directed reading and e-learning materials to achieve outcomes 1, 2, 3, 4 and 6

<ol style="list-style-type: none"> 4. analyse the dynamics and effectiveness of personal, team and staff performance and development; 5. think reflectively; 6. analyse and develop diverse investigative methodologies to apply to solve organisational management problems. 	<ol style="list-style-type: none"> 6. Group interaction sessions to achieve outcomes 1, 2, 3, 4, 5 and 6 <p>Assessment Students' cognitive skills are assessed by:</p> <ol style="list-style-type: none"> 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. 4. Final Project to assess the achievement of the programmes aims and objectives holistically
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<p>C. Practical skills On completion of the programme the successful student will be able to:</p> <ol style="list-style-type: none"> 1. conduct consultancy to solve 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. 	<p>Teaching/learning methods Students learn practical skills through</p> <ol style="list-style-type: none"> 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 outcomes 1, 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 <p>Assessment Students' practical skills are assessed by:</p> <ol style="list-style-type: none"> 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
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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 16.

12.2 Levels and modules		
Level 7		
COMPULSORY	OPTIONAL	PROGRESSION REQUIREMENTS
Students must take all of the following: MBA 4631 Leadership MBA 4634 Business Strategy MBA 4636 Operations Management MBA 4643 Finance & Economics MBA 4646 Marketing Management MBA 4645 Management Perspectives MBA 4800 Project	There are no optional modules	Successful completion of all modules is required for the Master of Business Administration.

12.3 Non-compensatable modules (note statement in 12.2 regarding FHEQ levels)	
Module level	Module code
None of the MBA modules are compensatable – Level 7	MBA4631, MBA4634, MBA4636, MBA4643, MBA4646, MBA4645, MBA4800

13. A curriculum map relating learning outcomes to modules
See Curriculum Map on page 37.

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.

Curriculum Map for Master of Business Administration

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	MBA4631		✓		✓			✓			✓	✓				✓	✓	
Business Strategy	MBA4634	✓		✓	✓	✓		✓	✓	✓							✓	
Operations Management	MBA4636				✓			✓		✓			✓					✓
Finance and Economics	MBA4643			✓	✓	✓		✓		✓							✓	✓
Marketing Management	MBA4646				✓			✓										✓
Management Perspectives	MBA4645		✓		✓	✓	✓	✓	✓					✓			✓	
Project	MBA 4800		✓		✓		✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓

Programme learning outcomes

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	Conduct consultancy to solve 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

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 are correct at the time of this handbook went to print, but details change over time (especially reading lists) 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>

MBA4631	Leadership
MBA4634	Business Strategy
MBA4636	Operations Management
MBA4643	Finance & Economics
MBA4645	Management Perspectives
MBA4646	Marketing Management
MBA4800	Project

Module Code	MBA4631
Module Title	Leadership
Credit	20
Module Leader	Daniel Doherty

Aims

This module focuses upon people and their performance in a variety of contexts. The module aims, to: identify areas of overlap between management and leadership and to investigate the competences and 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 illustrate how the processes of contemporary human resource management support organisational performance; - explore the key elements of the 'HR cycle' (resourcing, managing performance, developing and rewarding performance).

Learning Outcomes

Knowledge

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

1. analyse concepts and issues in management and leadership;
2. distinguish management and leadership styles and assess
3. critically evaluate the influence of national & organisational culture on performance;
4. critically analyse how influence and power are linked to leadership, culture and performance;
5. evaluate how HR planning impacts an organisation and industry;
6. evaluate how contemporary HRM practices can enhance 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. apply and critically evaluate strategic HR frameworks;
9. analyse and evaluate elements of the HR cycle;
10. develop and justify appropriate plans to respond to HR issues;
11. better assess and manage self through the use of feedback, reflective practice and tools and frameworks designed to improve personal efficacy.
12. identify learning and development needs and plan for improvement;

Syllabus

Management and Leadership: evolution of perspectives on management and leadership; management/leadership styles; key areas of difference; managing teams;

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 HR Management: HR strategy and organisational strategy; changing role of HR; organisational & international culture and diversity;

The HR Cycle and HR Planning: recruitment & selection: 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 the following activities:

- face-to-face lectures;
- applying own experience and knowledge to theories and concepts;

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- reflecting on professional practice
- reading from the set texts;
- reading recommended policy papers;
- collective analysis of video clips and podcasts;
- engaging in module-wide discussions
- completing assignments.

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 package 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. All assessment elements will be assessed on professional lines - therefore it will be expected that they be brief in expression, pragmatic in focus, convincing in argument, and with a high level of general business quality.

Assessment Scheme

Coursework 1: Individual portfolio, coherence of activities through the module (50%)

Coursework 2: Team presentation of a project activity (40%)

An additional element will be included for participation and reflection (10%). This is will be assessed both by tutor register and observation, as well as peer assessment.

Assessment Weighting

Coursework: 90%

Participation and reflection: 10%

Learning Materials

Essential

Mullins, LJ, (2013), *Management and Organisational Behaviour*, 10th Edition, Pearson, Harlow

Recommended

Harrison, R, (2009), *Learning and Development*, 5th Edition, CIPD, London

Marchington, M. and Wilkinson, A, (2008), *Human Resource Management at Work: People Management and Development*, 4th Edition, CIPD, London

Kouzes, JM, and Posner, BZ, (2007), *The Leadership Challenge*, 4th Edition, Jossey Bass, San Francisco, CA

Vigoda-Gadot, E, and Drory, A, (2006), *Handbook of Organisational Politics*, Edward Elgar Publishing, UK

Senge, P, Kleiner, A, Roberts, C, Ross, R, Roth, G, and Smith, B, (1999), *The Dance of Change: the challenges of sustaining momentum in learning organizations*, Currency/Doubleday New York, NY

Rogers, J, (2004), *Coaching Skills: A Handbook* OUP, Oxford

Schon, DA, (1983), *The Reflective Practitioner*, Temple Smith, London

Additional

For additional and further reading, please see the Module Handbook and/or on-line reading list. This module's on-line environment will contain lecture slides and any additional learning material required for this module.

Total Notional Learning Hours

200

Module Code	MBA4634
Module Title	Business Strategy
Module Leader	Jas Ahmad

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 on this module will involve a mix of the following activities:

- lectures in person or by video;
- reading from the set texts;
- reading recommended papers;
- case study analysis;
- applying your own experience and knowledge to theories and concepts;

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- group discussion;
- analysis of video clips;
- completing assignments.

The learning strategy will develop the capability of students to understand theoretical frameworks and apply them to an industry and 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. It is important to stress that the module will provide broad frameworks for understanding - comprehensive coverage is neither intended nor appropriate at this level.

Assessment Scheme

Coursework 1 (40%) Case study (2500 words). (Learning outcomes: 1, 2, 5, 6, 7, 8)

Coursework 2 (50%) Report on industry analysis (2500 words). (Learning outcomes: 1, 2, 3, 4, 6, 7, 8)

Participation in activities (10%). (Learning outcomes: 1, 2, 3, 4, 5, 6, 7)

Assessment Weighting

Coursework: 90%

Participation: 10%

Learning Materials

Learning materials are available at <http://readinglists.mdx.ac.uk>.

Essential

Grant, Robert M. (2013) *Contemporary Strategy Analysis: Text and Cases* (8th edition), Wiley: Chichester, West Sussex.

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	MBA4636
Module Title	Operations Management
Module Leader	Vinaya Shukla

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:

- i. Individual case analysis (30%) (Learning Outcomes 1,2,4 and 5)
- ii. Group report and presentation (30%) (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.
- iii. Individual project (40%) (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%

OBS: Niels Brock Executive gør opmærksom på, at boglisten for dette fag er vejledende og under revidering. Endvidere vil der for flere af bøgerne være nyere udgaver end listet herunder.

Learning Materials

Essential:

Slack, N, Chambers, S, and Johnston, R, (2010), *Operations Management*, 6th Edition, Pearson Education

Recommended:

Chopra, S, and Meindl, P, (2009) *Supply Chain Management: Strategy, Planning and Operation*, 4th Ed, Prentice Hall

Simchi-Levi, D., P. Kaminsky and E. Simchi-Levi (2007), *Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies*, 3rd Ed, McGraw-Hill

Bowersox, D., Closs, D. and Cooper, M.B (2012), *Supply Chain Logistics Management*, 4th Ed, McGraw-Hill/Irwin

Shapiro, J.F. (2007), *Modelling the supply chain*, 2nd Ed, Cengage Learning

Larson, E. W. and Gray, C.F. (2011), *Project Management -The Managerial Process*, 5th Ed, McGraw-Hill

Additional

For additional and further reading, please see the Module Handbook and/or on-line reading list. 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	MBA4643
Module Title	Finance and Economics
Module Leader	Jatin Pancholi

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 the successful student will be able to:

1. 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;
2. Understand and critically assess the bridge between accounting and corporate finance; investment decision-making; the management of costs and working capital;
3. Understand and apply economic principles, supply/demand, marginal analysis and opportunity cost;
4. Critically appreciate international economics, money, banking, trade, foreign investment and economic institutions;
5. Demonstrate an understanding of the principles of corporate finance;
6. Critically evaluate the role of performance measurement and corporate control.

Skills

This module will call for the successful student 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 sections:

Global Business Economics

- 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

- 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)

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- 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 a blend of lectures, workshops, seminars, which will be face to face or run in parallel via the VLE. 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.

- i. Individual Report (30%): The first coursework will consist of an individual economics report of 1,500 words. (Learning outcomes 3, 4, 8 and 10)
- ii. 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 (Learning outcomes 1, 2, 7, 8, 9, 10).
- iii. Individual Project (40%): Individual project of 2,000 words to study in depth a relevant focussed topic (All learning outcomes).

Assessment Weighting

Coursework: 100%

Learning Materials

Learning materials are available at <http://readinglists.mdx.ac.uk>.

Essential:

Sloman, J., Hinde, K. And Garratt, D. (2013). *Economics for Business*. 6th ed. FT: Prentice Hall.

McLaney, E. (2011). *Business Finance: Theory and Practice*, 9th Edition, London, Pearson Education Ltd.

Drury, C (2012). *Management and Cost Accounting*, 8th Edition , London, Thompson Learning.

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	MBA4645
Module Title	Management Perspectives
Credit	20
Module Leader	Nathalie van Meurs

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, organisational 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 organisational networks; the meaning of management knowledge, and the management of professionals
- 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 organisational values, comparative governance
- 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.

Learning, Teaching and Assessment Strategies

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. Time-controlled assessment (30%) primarily dealing with management discourses and the philosophy of management. This online test enables learners to explore their understanding of diverse management discourses and to gain greater understanding to familiarise themselves with the mind-sets that affect differences in perspectives. (Learning outcomes 2 and 3)
- ii. Group work analysis (30%). For this report (1200 words), the students will have a choice to either a) analyse an ethical dilemma that they have themselves experienced in a work context or b) analyse an aspect of corporate social responsibility or ethics as this affects a particular organisation. (Learning outcomes 1 and 4)
- iii. Individual Coursework (40%). 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 and 5)

Assessment Weighting

Coursework: 100%

OBS: Niels Brock Executive gør opmærksom på, at boglisten for dette fag er vejledende og under revidering. Endvidere vil der for flere af bøgerne være nyere udgaver end listet herunder.

Learning Materials

Essential

There is no essential text for this module.

Recommended

Blowfield, M, and Murray, A, (2011), *Corporate Responsibility: A Critical Introduction*, 2nd ed., Oxford: Oxford University Press

Brett, J, (2007), *Negotiating Globally*, 2nd ed, San Francisco: John Wiley & Sons

Crane, A, and Matten, D, (2010), *Business Ethics: a European Perspective*, 3rd ed, Oxford: Oxford University Press

Fisher, C, and Lovell, A, (2009), *Business Ethics and Values: Individual, Corporate and International Perspectives*, 3rd ed, Harlow: Pearson Education, Prentice Hall

Gelfand, MJ, Erez, M, Aycan, Z, (2007), *Cross-Cultural Organizational Behavior*, Annual Review of Psychology, 58, 479-514

Griseri, P, (2013) *An Introduction to the Philosophy of Management* London: Sage

Hofstede, G. (1993), Cultural constraints in management theories. *Academy of Management Executive*, 7(1), 81-94.

Kirton, G, Greene, A-M, (2004), *The Dynamics of Managing Diversity*, 2nd ed, Butterworth-Heinemann

Kandola, RS, Fullerton, J, (1998), *Diversity in Action*, CIPD

Harvard Business Review on Managing Diversity, (2002), Harvard University Press

Harvard Business Review on Managing Diversity, (2001), Harvard Business School Press

Osland, J. S., & Bird, A. 2000. *Beyond sophisticated stereotypes: Cultural sense making in context*. *Academy of Management Executive*, 14(1), 65-79.

Triandis, H.C. (2006) *Cultural Intelligence in Organizations. Group and Organization Management*, 31, pp 20-26

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Additional

For additional and further reading, please see the Module Handbook and/or on-line reading list. 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	MBA 4646
Module Title	Marketing Management
Module Leader	Akiko Ueno

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,

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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, 5, 6 and 7)

Assessment Weighting

100% Coursework

Learning Materials

Essential

Kotler, P. and Keller, K.L. (2012), *Marketing Management*, 14thed, Pearson

Recommended

Kotler, P., Keller, K.L., Brady, M., Goodman, M. and Hansen, T., (2009), *Marketing Management*, 1st European edition, Pearson Education, Harlow

Best, R.J. (2013), *Market-Based Management*, 6thedition, Prentice Hall

Bradley, N. (2010), *Marketing Research: Tools and Techniques*, 2nd Edition, OUP, Oxford

Ghuri, P N, and Cateora, P R, (2010) *International Marketing*, 2nd Edition, McGraw-Hill Higher Education, Maidenhead, Berkshire

Kotler, P. and Keller, K.L. (2012), *A Framework for Marketing Management*, 5th Edition, Prentice Hall

Peter, J.P. and Donnelly, J.H. Jr. (2012), *Marketing Management*, 11th edition, McGraw Hill

Peter, J.P. and Donnelly, J.H. Jr. (2012), *Preface to Marketing Management*, 13th edition, McGraw Hill

West, D; Ford, J and Ibrahim, E, (2010), *Strategic Marketing: Creating Competitive Advantage*, 2nd Edition, OUP, Oxford

Winer, R.S. and Dhar, R. (2011), *Marketing Management*, 4th edition, Prentice Hall

Additional

For additional and further reading, please see the Module Handbook and/or on-line reading list. 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	MBA4800
Module Title	Project
Module Leader	Daniel Doherty

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:

- Project for a host/client organisation
- The solution to a practical managerial or organisational problem, where practical recommendations arise out of a mix of theory and data collection
- A work-based issue within the student own place of employment.
- An empirical investigation of a management or organisational practice, strongly supported by the relevant theory and concepts

Learning, Teaching and Assessment Strategies

Students will be provided with the knowledge and skills to undertake the project through workshops as discussed above. Students are expected to reflect on their learnings in different management areas and develop a holistic perspective in these workshops. This would 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.

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Students will be allocated a supervisor who will have regular tutorials (either face to face or online as appropriate) at different stages of the project to address issues and provide guidance. It is expected that the students will manage their own learning, and learn from experience all throughout their project. In order to promote learning from and about the process itself, 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 of 15000 words (80%) (all learning outcomes)
- Project presentation (20%) (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

Assessment Weighting

Coursework: 100%

Learning Materials

Learning materials are available at <http://readinglists.mdx.ac.uk>.

Additional

Various texts are likely to be relevant depending on whether the final project is based on a consultancy-type project or a business plan. A crucial source of learning resource material on this module is also likely to be journal articles in both academic and practitioner journals and business information databases relating to consultancy and entrepreneurship, including the Institute for Business Consultancy (IBC).

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