MBA (GLOBAL)

PROGRAMME SPECIFICATION

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**DURATION**
Two years

**STUDY MODE**
Part-time
(15h per week)

**START DATES**
July/October 2017
January/March/
July/October 2018

**LEARNING MODE**
Online delivery

**AWARDS**
MBA - 180 credits
PGDip - 120 credits
PGCert - 60 credits

**COURSES**
Nine × 15 credits
One × 45 credits
PROGRAMME OVERVIEW

The MBA is unquestionably the most popular professional degree programme in the world; a globally-recognised qualification underpinned by practical and theoretical knowledge. Specifically designed to develop your leadership skills, the MBA offers you the opportunity to have your business expertise formally recognised and advance your career prospects to an exceptional level. Typically, MBA graduates will benefit from accelerated progression professionally, increased earnings potential and greater job satisfaction. Completing our MBA will equip you with the credentials required to compete in a global business environment.

The MBA (Global) is among the first of a new breed of online MBAs which will transform executive education in the years to come. Rapidly changing digital technologies are transforming markets and business practice across the globe. They are also enabling levels of learning, communication and interaction that are far superior to anything that takes place in a lecture theatre or classroom. At the same time, the very nature of business is being fundamentally changed by disruptive theories which are challenging traditional leadership and management thinking.

The University of Aberdeen Online’s MBA (Global) is delivered through our interactive learning platform which mirrors the digital environments used by today’s leading corporations and business organisations. Therefore, in addition to developing new business skills, you will learn how to communicate effectively as a digitally competent manager, one who is experienced in the technologies and processes involved when working in the global business environment.

In today’s competitive, uncertain and fast-changing business environments there is a demand for a new breed of manager, and more entrepreneurial leaders. Leaders need qualities such as adaptability, flexibility and balance in order to manage organisations that can respond rapidly to change in the internal and external environment without losing momentum or vision. The MBA (Global) is designed to meet these requirements.

SO WHAT DOES THIS MEAN?

- The programme includes traditional business practice, but also reflects current ideas and theories and is informed by the latest thinking; it deals with management issues that reflect the real-life challenges facing business
- The programme incorporates disruptive thinking as a core element
- The programme recognises the growing impact of digital technologies on global business, and embeds that in the learning experience
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THE UNIVERSITY OF ABERDEEN

Founded in 1495, the University of Aberdeen is the third oldest university in Scotland and part of an elite group of six ancient British universities, which includes Oxford and Cambridge. The University has a proud tradition of academic excellence and is consistently ranked in the top 1% of universities in the world, boasting 82,500 alumni across 192 countries. **Alumni include five Nobel Prize Winners.**

The University of Aberdeen Business School enjoys an enviable reputation for excellence in research and Business and Management Studies; placing it within the top three universities in the UK. The Business School currently hosts students from 45 countries. Students learn from innovative tutors and leading experts with research and professional management expertise who are at the cutting edge of contemporary, global business practice. In addition to academic excellence, the Business School is focused on forging strong links with industry to ensure its students gain the specialised knowledge that a competitive business and employment market demands.
WHAT YOU'LL STUDY

The programme allows you to develop skills in all areas of business from leadership, through project management and marketing to strategy development. The programme is split into four blocks, each covering a different aspect of leading and building successful organisations.

BLOCK 1: UNDERSTANDING YOURSELF, YOUR BUSINESS AND THE MARKET

This block explores what is arguably the most important element in securing a sustainable business or organisation: how individuals and organisations develop innovative ideas and approaches.

To do so, you will examine:

• Your own leadership behaviour and how it impacts on others
• How to identify customer value and market opportunities
• How to identify and create business models

THE LEADERSHIP CHALLENGE

You cannot lead if you do not understand yourself or the impact that you have on others.

In this course you will investigate the underlying theories which underpin the popular views about leadership and explore why understanding your own leadership style, competency and behaviour is the key to encouraging followership.

This course will focus on five main themes:

• An Introduction to Leadership
• Leadership and Culture
• The Authentic Leader
• Leadership in Practice
• Understanding My Leadership

The global nature of this MBA will allow you to gain a greater understanding of your own leadership behaviour in the context of your geographical culture, professional context and gender.

You will carry out an insights analysis of your personality and leadership type before working to complete an online leadership simulation that requires you plan and execute strategy with limited resources to overcome challenges. You will then explore a range of leadership cases to see how and why different decisions are made depending on situation, context and past experience.

MARKETING AND SALES MANAGEMENT

This course investigates how firms across a range of sectors identify and prioritise opportunities in the marketplace through the delivery of compelling value propositions.

This course will focus on five main themes:

• The Customer Journey
• Segmenting, Targeting and Positioning Markets
• Products and Services
• Relationship Marketing
• The Sales Cycle

BUSINESS MODEL INNOVATION

This course investigates the concept of the business model and how and why organisations need to regularly challenge
the way in which they do business in order to remain relevant and competitive. This course will focus on five main themes:

- The Business Model and Its Component Parts
- The Ten Types of Innovation
- Business Model Patterns
- Disruptive Thinking
- Testing and Evaluating New Business Models

**BLOCK 2: PREPARING, IMPLEMENTING AND EVALUATING**

The modern business person must have an understanding of the processes and approaches required to successfully plan, manage and deliver a strategic business project, which also takes into consideration the financial and people dimensions. However, in order to be successful, it is important be able to deliver sustainable organisational change.

**LEADING AND MANAGING PROJECTS**

The focus of this course is not people but processes. The application of processes, methods, knowledge and skills allows us to achieve our objectives.

This course will focus on five main themes:

- Planning for Success
- Work Breakdown
- Estimation: Time, Resources and Cost
- Scheduling
- Project Delivery and Evaluation

**ACCOUNTING AND FINANCE FOR MANAGERS**

Accounting and Finance for Managers investigates the importance of understanding the role of finance in ensuring the sustainability and growth of organisations.

This course will focus on five main themes:

- Assets and Liability: Understanding the Balance Sheet
- Presenting and Analysing Financial Statements
- Sourcing Finance and Managing Cashflow
- Managing Risk and Uncertainty
- Linking Finance to Strategy and Operations

**MANAGING CHANGE**

The concepts of change have never been more topical, especially given the commercial context of fierce business competition, shorter product life cycles and more demanding customers. Increasingly, long-term commercial success is based on an ability to manage change, to act creatively and to promote innovation.

This course will focus on five main themes:

- The Dimensions of Change
- Change Models
- Frameworks for Managing Change
- Measuring Success
- Sustaining Change
BLOCK 3: SCOPING, PLANNING AND MOTIVATING

In this block you will explore the environment in which business decisions must be taken. This includes exploring the local, national and international parameters which influence business strategy, as well as the global nature of the digital economy. You will review and apply techniques for spotting and evaluating future trends, as well as evaluate the ingredients that go into making high performance teams.

STRATEGY AND PRACTICE IN A DYNAMIC WORLD

This course investigates the theories, concepts and techniques of investigation that are essential for analysis of where the organisation is, where it wants to be and how it will get there.

This course will focus on five main themes:

- Planned versus Emergent Strategy
- Strategy Tools
- Strategy and Competition
- Implementation
- Re-thinking Markets: Blue Oceans and White Spaces

FUTURE THINKING

Future Thinking investigates the international, economic and business environments in which modern day businesses and policymakers have to operate.

This course will focus on five main themes:

- The Futurist’s Toolkit
- Consumer Decision Making and Industry Analytics
- Understanding the Dynamics and Interdependence of National and Global Economies
- Technological and Societal Trends
- Future Foresighting: Techniques for Spotting and Evaluating Future Trends

LEADING AND MANAGING HIGH PERFORMANCE TEAMS

This course explores how to motivate, manage and lead people through nurturing and building high performance teams. This course will focus on five main themes:

- People, Personality and Performance
- Coaching Models
- Performance Management
- Appraisal and Mentoring
- Coaching in Practice
BLOCK 4: PERFORMANCE, PRACTICE AND REFLECTION

PERSONALISE YOUR MBA

As part of this block you will be challenged to identify and reflect on your learning from across the programme and put in place a plan for your ongoing professional development including your SMART objectives for the future.

Once you have developed these fundamentals skills, you have the opportunity to personalise the MBA to suit your own aspirations and professional circumstances by choosing one of the following pathways:

ENTREPRENEURSHIP

Entrepreneurship is a key driver of the global economy and growth. Entrepreneurs create wealth and jobs for society and their success often leads to the development of sustainable businesses. For many, entrepreneurship can also be a ‘lifestyle’ choice and allow you to be your own ‘boss’ and pursue a lifelong goal. In this final course you will be required to design, develop and implement your own business idea.

In this course we will coach you through the stages needs to launch or grow your own business or social enterprise.

CONSULTANCY

Consultancy means advising clients on strategy, planning and problem solving.

Top consulting firms hire more MBA graduates than nearly any other type of employer (Financial Times, 2016). That’s because an MBA cultivates business expertise that empowers you to offer profound business insight. In this final course you will undertake a management consultancy project that will require you to draw on all of the skills and expertise you have developed over the course of our MBA. You can apply your learning to either: a business you are working with or apply for one of our virtual consultancy internships.

ENTERPRISE

You will compete alongside your peers in one of our versatile, experiential business simulation programmes. Our simulations will challenge you to use the knowledge and expertise you have developed to deliver and implement a strategy to address one of three business challenges:

- Starting a new business venture
- Growing a small business
- Planning and managing international expansion
ABERDEEN EVENT

You will have the opportunity to attend at least one face-to-face event at the University of Aberdeen, where you will meet faculty staff and fellow students. At the event, you will be able to draw together the learning covered in the programme:

- Ideas
- Innovation and Understanding
- Process and Practice
- Context and Implementation

At the event, you will work in groups to find creative solutions to real-life organisational problems. However, please note that while students are encouraged to attend at any point in the programme, your attendance at this event is not mandatory and it is not linked to a specific course.

Throughout the programme, we may offer other additional opportunities to attend similar events. These events may be held at the University, or locally in other areas of the world, particularly where we may have larger groups of students from one country or specific territory studying at the same time.

Of course you may also choose to study some parts of the programme by attending the University.

LOCAL TUTORIAL SUPPORT

You can also opt in to attend face to face study sessions, seminars and events held locally in locations worldwide. If you wish, you can also opt to attend the University of Aberdeen to complete one of more courses of the programme on campus. Contact us to find out more information.

Whatever option you choose, and, when you graduate, you will receive the same qualification as campus based students.
YEAR SCHEDULE

The two-year MBA (Global) programme is divided into four blocks that cover key business themes. Each block of 24 weeks consists of three courses. Each eight-week course bears 15 credits, except the final course, which is 45 credits.

There is a week-long induction at the beginning of the programme and a study break of at least one week between blocks. Please note, there may be additional holidays in your programme delivery schedule depending on your start date.

BLOCK 1
- THE LEADERSHIP CHALLENGE
- MARKETING AND SALES MANAGEMENT
- BUSINESS MODEL INNOVATION

BLOCK 2
- LEADING AND MANAGING PROJECTS
- ACCOUNTING AND FINANCE FOR MANAGERS
- MANAGING CHANGE

BLOCK 3
- STRATEGY AND PRACTICE IN A DYNAMIC WORLD
- FUTURE THINKING
- LEADING AND MANAGING HIGH PERFORMANCE TEAMS

BLOCK 4
- PERSONALISE YOUR MBA:
  - Entrepreneurship
  - Consultancy
  - Enterprise
SUPPORTED ONLINE LEARNING

The MBA (Global) can be studied entirely online. All activity work and communication are carried out within the study site, and there are no set exams or tutorials.

Our state of the art learning environment is fully compatible with your laptop, smartphone and every other mobile device. This means you can access your learning materials, communicate with your tutors and interact and collaborate with your fellow students from around the world whenever you want and wherever you are located. The MBA (Global) is designed to enhance your skillset in all major areas of business, such as leadership, marketing, finance and future thinking. Alongside tailored learning materials and activities, you will take part in simulations and investigate real-life case studies.

While studying online you will be fully supported by tutors and our student support service. Your tutors will be available to provide feedback, offer unlimited, one-to-one guidance and to discuss topics in greater depth. You can send a private message to your tutor, technical support or student support advisor quickly and easily via our in-built messaging system and receive a response within 24 hours; Monday to Friday.

You will build an enviable professional profile, working collaboratively online with your peers to create an elite global network consisting of your fellow MBA graduates. The MBA (Global) will allow you to explore new opportunities, enhance your career prospects, and develop the skills required to succeed in today’s challenging business world.

ASSESSMENT

All of our courses are assessed entirely by coursework. We believe that assessment should be an integral part of your learning and allow you to use your knowledge, skills and experience in context. There are three types of assessment, each of which will mirror practice:

- THEORY INTO PRACTICE
  You will be asked to demonstrate that you can take, critique and adapt a new theory or framework for application in your own professional context, for example exploring how a new innovative theory might add value in the retail sector.

- GROUP CHALLENGES
  Working in a small team, you will be required to address a business challenge, for example a change management plan for a specified organisation.

- PROFESSIONAL DEVELOPMENT
  Reflective practice is an essential part of developing your management and leadership capability. Therefore, for each course we will ask you to reflect on how the learning experience has shaped your thinking about the topic and what else you plan to do to develop your expertise and knowledge in this area.
TECHNOLOGY REQUIREMENTS

COMPUTER

Mac or PC

While we recommend that you use a PC or Mac, the study site is also mobile and tablet compatible.

BROWSER

Firefox or Chrome

BROADBAND

8Mbps download/ 5Mbps upload

EQUIPMENT

Webcam
Microphone and speakers

You may also be asked to download specific software such as GoToMeeting desktop app throughout the programme.

FEES

TUITION FEE £17,200

You can pay for the programme in:

Two instalments of £8,600
Four instalments of £4,300

University of Aberdeen alumni will receive a 20% scholarship towards their tuition fee. Electing to incorporate face-to-face Events will incur an additional charge.

ENTRY REQUIREMENTS

We consider all applicants on an individual basis and welcome applications from those with non-standard qualifications and from a variety of backgrounds.

However, normally to be eligible to enrol on a MBA you would have a good first degree (equivalent to a British Second-class Honours degree) in any discipline and a minimum of two years’ worth of experience.
LANGUAGE REQUIREMENTS

If English is not your first language you are required to prove your competency. English skills are assessed throughout the admissions process using the application form and, if requested, an interview. If, after assessing your application, we need more evidence that your English ability is strong enough to be successful on the MBA programme, we may ask you to take one of the recognised English language tests such as IELTS:

| LISTENING | 5.5 or above |
| READING   | 6.0 or above |
| SPEAKING  | 5.5 or above |
| WRITING   | 6.0 or above |
| OVERALL   | 6.5         |

CAREERS

MBA graduates are in high demand:

- 80% are employed in senior manager or director positions worldwide
- 42 CEOs of the Fortune top 100 companies hold an MBA
- The average salary of an MBA graduate is over £80,000, according to the Association of MBAs

The University of Aberdeen MBA students graduate with the underlying business knowledge essential to successful business practice and the personal characteristics and professional expertise much sought after by employers: strong communication and interpersonal skills, quantitative knowledge and technical proficiency – crucial qualities in today’s globally competitive business environment.

At the University of Aberdeen, we are proud of the track record of our alumni who have achieved outstanding success in the global workplace. Our recent graduates have secured positions in the following organisations:

* Accenture
* Bank of Scotland
* BP
* Bureau Veritas
* Centrica
* Citibank
* Conoco Phillips
* Ernst and Young
* Google
* High Speed 2
* KPMG
* npower
* Royal Bank of Scotland
* Shell
* Standard Chartered Bank
* Talisman
* Taqa
* Yes Bank