MBA (GLOBAL)
PROGRAMME SPECIFICATION

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DURATION
Two years

STUDY MODE
Part-time
(15h per week)

START DATES
January, April, July and October

LEARNING MODE
Online delivery

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

COURSES
Twelve × 15 credits
THE UNIVERSITY OF ABERDEEN

Founded in 1495, the University of Aberdeen is part of a group of only six ancient British universities, which includes Oxford, Cambridge, Edinburgh, Glasgow and St. Andrews. The University has a proud tradition of academic excellence and boasts 82,500 alumni across 192 countries. Alumni include five Nobel Prize Winners.

The University of Aberdeen Business School also enjoys an excellent pedigree, and is ranked in the top 3 universities in the UK for research impact in Business and Management Studies, with over 70% of our research classed as ‘world-leading’ or ‘internationally excellent’.

PROGRAMME OVERVIEW

The MBA (Global) from the University of Aberdeen is the only fully online MBA programme offered by one of the UK’s six ancient universities.

While on the programme, you’ll explore forward-thinking and disruptive approaches to business alongside your international peers, while gaining essential skills in leadership, innovation, change management, strategy development, sales and marketing.

The programme also gives you the opportunity to personalise your MBA to suit your own career goals, by conducting research and case studies in areas that interest you as a professional.

EXPLORE INNOVATION AND DISRUPTION

Gain insight into the innovation process, and enhance your ability to think disruptively, develop market strategies and pitch your ideas.

MANAGE PROJECTS, CHANGE AND TEAMS

Develop the skills to plan & execute a successful project, implement organisational change and build & manage high-performance teams.

PERSONALISE YOUR MBA PROGRAMME

Investigate the business issues that interest you, and choose from case studies in areas such as entrepreneurship, digital tech & change management.

PRACTICE SMART AND EFFECTIVE LEADERSHIP

Analyse popular leadership theory, and learn how to develop an efficient leadership style of your own that will encourage followership.

DEVELOP PROFITABLE STRATEGIES

Gain an in-depth understanding of strategy development, analysing your organisation’s current position, goals and routes to success.

UNDERSTAND MARKETING & SALES

Learn how to identify and satisfy your target markets, gaining an understanding of customer behaviour, value creation & value delivery.
PROGRAMME DELIVERY

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

RESEARCH PRACTICE

In this course, you’ll develop the skills needed to understand, critique and utilise research conducted by others, and to conduct your own research in a professional environment.

You’ll develop a range of traditional research skills, with the aim of undertaking a research project in an area of your own interest which could improve performance in your organisation or bring about change in the workplace.

CASE STUDIES IN INNOVATION, ENTREPRENEURSHIP, CHANGE AND THE DIGITAL AGE

In this course, you’ll choose four case studies to examine from the following six themes: innovation; leadership and teams; digital technology and the digital age; sales and marketing; entrepreneurship; and change management.

You’ll be challenged to critique the approach taken to solve a problem relevant to each theme, exploring all the possible perspectives in order to be able to generate, justify and recommend your own solutions.

DEVELOPING BUSINESS SOLUTIONS

In this final course you’ll undertake a case study on a business issue of your own choice, allowing you a final opportunity to link your MBA studies to your own knowledge, skills and personal development ambitions.

You’ll develop skills in understanding and framing a problem, and gain an understanding of the complex relationships that can exist within organisational settings. You’ll then be tasked with proposing possible solutions and effectively communicating these to external stakeholders.
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, and each eight-week course bears 15 credits.

Online Induction opens one week before the start date. Students can access the resources in Induction throughout their studies.

Please note, there may be additional holidays in your programme delivery schedule depending on your start date.
HOW DOES IT WORK?

Learning and teaching are delivered in an innovative way via the University of Aberdeen Online bespoke online study environment. The study environment is carefully designed to be secure, reliable and user friendly, where all of the learning materials are stored and where communication with their tutors and fellow students takes place. Our state of the art learning environment is fully compatible with your laptop, smartphone and ever 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 style of learning is asynchronous, meaning there are no set times to log in, or ‘live’ lectures or tutorials, although there may be occasions where you are required to participate in group meetings or activities at fixed times. There is a course structure to the programme, with fixed course start dates and assessment deadlines, but when you study is up to you – for example, if you are in full time employment it may be that you prefer to work in the evenings or at the weekend.

Each course is split into learning materials and activities. A student’s progress through the activities, they may be required to upload examples of their work to folders within their tutorial area. Tutors provide critical advice and feedback to students on a one to one basis within this area. Online learning materials take many forms. They can include text, visual step-by-step guides, videos, documents, animations, PDFs, links to online resources including journals and other relevant publications, as well as links to useful websites.

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 Programme Coordinator quickly and easily via our in-built messaging system and receive a response within 24 hours; Monday to Friday.

All students will have access to:

- Student Handbook
- Programme Specification
- Course Guides
- Resources area which includes both academic and study skills resources
- Access comprehensive learning materials within the Learning Paths
- Specialised tutor interaction
- A dedicated person from our support team for pastoral issues
- Access to a personal assessment area where they upload their submissions
- Two collaborative spaces to communicate with their fellow students
- Access to the University online library portal

GROUP WORK AND DISCUSSION

The study site offers two areas for group interaction tailored to the two key areas of group work and group discussion.

STUDIO

This is a shared area within the study site where you will collaborate with your fellow students to complete group activities set in the learning path of each course.

You can upload work into shared albums (Word documents, images, PDFs), create and work on shared documents together, as well as view, comment and provide feedback on each other’s work.
Tutors will also be able to view all work completed in the studio and provide valuable feedback on individual pieces, as well as group outcomes.

FORUMS

You also have the opportunity to network and discuss ideas within the forums. You can create a new ‘topic’ at any time for general group discussion, but will also be required to participate in forum debates more formally within activity work.

The forums provide a valuable method of group contact which allows students to express opinions openly and interact freely with each other and tutors. By participating in forum discussions, you can develop a global network of like-minded students worldwide by discussing and debating ideas. This global MBA community ethos is reflected through a sense of camaraderie, and meaningful conversations between students and tutors.

Regular participation in the studio and forums provides many benefits, including:

- The opportunity for intellectual exchanges
- Learning new ideas and refining old ones
- Enjoying community membership
- Learning about other cultures
- Building key business contacts and network

FORMATIVE AND SUMMATIVE ASSESSMENT

All assessments are coursework based – there are no formal exams. Students are assessed through a combination of formative activities designed to help to develop and consolidate their learning and set Summative Assessments, which contribute to their course grades. Students are made aware of their Summative Assessments submission dates at the start of each course. Work selected for assessment is uploaded within an assessment area. Our tutors assess the work submitted and the University of Aberdeen carries out a moderation process for assessments, assessment feedback and grades to ensure parity. Following scheduled Examination Boards student results are formally released.

Each course will have two assessments which could consist of one of the following:

- 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.

- REFLECTIVE PRACTICE
  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.

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.

The overall minimum IELTS score is 6.5. The minimum in each band is as follows:

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