

1495



UNIVERSITY OF  
**ABERDEEN**  
BUSINESS SCHOOL

#### DURATION

Two years

#### STUDY MODE

Part-time  
(15h per week)

#### START DATES

January, July and  
October

#### LEARNING MODE

Online delivery

#### AWARDS

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

#### COURSES

Twelve × 15 credits

## ***MBA (GLOBAL)***

### PROGRAMME SPECIFICATION

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## 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 three 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'.\*

\*Research figures come from our assessment in the most recent Research Excellence Framework.

## 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.

Whilst on the programme, you'll explore forward-thinking and disruptive approaches to business alongside your international peers, as you gain essential skills in leadership, innovation, change management, strategy development, sales and marketing.

This programme also gives you many opportunities to tailor your studies to your own interests and career goals. Each course allows for a degree of flexibility in the topics explored for assessment and encourages you to creatively apply your learning to your own experiences. This will enable you to develop your skills in a way that will enhance your professional performance.

### 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 and execute a successful project, implement organisational change and manage high-performance teams.

### PERSONALISE YOUR MBA PROGRAMME

Investigate the business issues that interest you, and develop relevant skills that you can take directly into your work place.

### 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 AND SALES

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

## PROGRAMME DELIVERY

The programme allows you to develop skills in all areas of business from leadership to project management and marketing to strategy development. The programme is split into four blocks, each covering a different aspect of building and leading 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 relation to 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 to 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 to 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 analytical tools used to assess 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 Red Oceans

### **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:

- Control and the Nature of Chaos and Complexity
- Types of Knowledge and Learning Processes
- Prediction or Forecasting versus Multi-Future Thinking
- The Systems Perspective and Future Thinking
- Scenario Creation and Impact Analysis

### **LEADING AND MANAGING HIGH PERFORMANCE TEAMS**

This course explores how to motivate, manage and lead people through building and nurturing high performance teams.

This course will focus on five main themes:

- People, Personalities and Performance
- Coaching Models
- Performance Management
- Appraisal and Mentoring
- Coaching in Practice

## **BLOCK 4: RESEARCH PRACTICE, ACTION AND REFLECTION**

As your MBA journey reaches its conclusion, this final block considers the notion of masterliness, which primarily concerns the relationship between professional practice and subject knowledge. In synthesising scholarship and professional practice, the concept of the 'scholarly practitioner' provides a central focus, wherein the learner transfers their learning, reflecting and assessing the impact of their actions. This block is designed to facilitate a scholarly approach to research design enabling you to undertake independent research that addresses a contemporary organisational problem or issue and, through analysis and reflection, provide a viable business solution.

### **MAKING SENSE OF RESEARCH**

This course develops the knowledge needed to critique and evaluate the concepts utilised in research, which demands the critical appraisal of notions and perceptions that surround current research; particularly with respect to quantitative, qualitative and secondary data. Conceptual frameworks and research philosophies associated with business management research will be reviewed critically. The course culminates with a focus on determining an initial researchable question for an investigation into an organisational problem or issue. The overall approach will develop reflective practitioner skills, which are important in enhancing researcher self-awareness and enabling sources to be reviewed critically from varying perspectives.

This course will focus on five main themes:

- Research Problem Identification
- Interpretation of Scholarly Literature
- Exploration of Quantitative Data
- Diversity of Qualitative Data
- Scholarly Practice

### **RESEARCH IN PRACTICE**

The notion of 'becoming' a scholarly practitioner has gained momentum and this course will explore a range of research skills that are needed to understand, critique and evaluate research approaches and techniques. The course is delivered from an insider-researcher perspective that supports the researching of and planning for, a complex practice-based problem or issue. Research design and analysis of quantitative and qualitative data will be introduced, to provide 'tools' that facilitate both the critical appraisal of others' work and their application within an individual research proposal.

This course will focus on five main themes:

- Insider Research
- Data Collection
- Quantitative and Qualitative Analysis
- Application of Concepts and Frameworks
- Research Design

### **DEVELOPING BUSINESS SOLUTIONS**

This final course further facilitates independent learning and 'becoming' a scholarly practitioner, through the process of researching a complex practice-based problem. This requires independent research within an organisation, accessing data and undertaking rigorous analysis in order to address the identified problem. The synthesised research findings will lead to considered conclusions and actionable recommendations that focus on developing business solutions to a complex organisational problem or issue. The final report, provides an opportunity for innovative thought and will allow you to demonstrate your achievement of masters level standards in practice.

This course will focus on five main themes:

- Action Learning
- Communicating Research
- Synthesis of Sources and Data
- Analysis of a Business Solution
- Critical Reflective Practice

# 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. You can access the resources in Induction throughout your studies.

Please note, there may be additional holidays in your programme delivery schedule depending on your start date.

**BLOCK 1**

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The Leadership Challenge

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Marketing and Sales Management

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Business Model Innovation

**BLOCK 1**

**BLOCK 2**

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Leading and Managing Projects

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Accounting and Finance for Managers

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Managing Change

**BLOCK 2**

**BLOCK 3**

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Strategy and Practice in a Dynamic World

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Future Thinking

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Leading and Managing High Performance Teams

**BLOCK 3**

**BLOCK 4**

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Making Sense of Research

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Research in Practice

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Developing Business Solutions

**BLOCK 4**

## 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 all mobile devices. 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. As you progress through the activities, you may be required to upload examples of your work to folders within your Tutorial area. Tutors will provide critical advice and feedback 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 your course tutors as well as your Programme Coordinator. 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 tutors, Technical Support or Programme Coordinator quickly and easily via our in-built messaging system and receive a response within 24 hours; Monday to Friday.

Through the study site you will have access to:

- The Student Handbook
- The Programme Specification
- Individual Course Guides (containing a Delivery Plan and assessment details)
- An Additional Resources area (containing both academic and study skills resources)
- Comprehensive learning materials within the Learning Paths
- Specialised tutor interaction
- A Programme Coordinate (a member of our dedicated Student Support Team who will assist with pastoral issues)
- A personal Assessment Area (for uploading submissions)
- Two collaborative spaces to communicate with fellow students (The Forum and the Studio areas)
- The University of Aberdeen's online library portal (Primo)

## 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 Forum. 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 you to express opinions openly and interact freely with your peers 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 networks

## FORMATIVE AND SUMMATIVE ASSESSMENT

All assessments are coursework based – there are no formal exams. You will be assessed through a combination of formative activities designed to help you develop and consolidate your learning and set Summative Assessments, which contribute to your course grades. You will be made aware of your 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 your results will be 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:

<b>LISTENING</b>	5.5 or above
<b>READING</b>	6.0 or above
<b>SPEAKING</b>	5.5 or above
<b>WRITING</b>	6.0 or above
<b>OVERALL</b>	<b>6.5</b>