



UNIVERSITY
OF LONDON

INTERNATIONAL
PROGRAMMES

Programme Specification 2016–17

Global MBA

MBA
PGDip
PGCert

Important document – please read



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Important information regarding the Programme Specification

About this document

Last revised 30 November 2016

The Programme Specification gives a broad outline of the structure and content of the programme, the entry level qualifications, as well as the learning outcomes students will achieve as they progress. Some of the information referred to in this programme specification is included in more detail on the International Programmes website. Where this is the case, links are included to the relevant webpage.

Where links to external organisations are provided, the University of London is not responsible for their content and does not recommend nor necessarily agree with opinions expressed and services provided at those sites.

If you have a query about any of the programme information provided, whether here or on the website, registered students should use the *ask a question* tab in the student portal <https://my.londoninternational.ac.uk>. Otherwise, the *Contact Us* button at the bottom left hand corner of every webpage should be used.

For the Global MBA, you should note the following terminology:

Module: Individual units of a programme are called modules. Each unit is a self-contained, formally structured learning experience with a coherent and explicit set of learning outcomes and assessment criteria.

Core module: Core modules are central to the teaching and learning on the programme and often introduce concepts and ideas that appear in the specialist optional modules. The rules for marginal compensation within assessment elements do not apply to core modules.

Optional module: Optional modules are selected from groups of modules making up the specialisms. Marginal compensation within assessment elements is allowed for optional modules.

An online [Glossary](#) provides an explanation of other terms used here and on the website.

Key revisions made

Programme specifications are revised annually. The quality committee of Queen Mary University of London, as part of its annual review of standards, confirms the programme structure and the educational aims and learning outcomes, and advises on any development in student support.

This programme will be offered for the first time this year.

Title and name of awards

Programme name

Global MBA

Award titles

- Master of Business Administration
- Master of Business Administration (Accountancy)
- Master of Business Administration (Entrepreneurship and Innovation)
- Master of Business Administration (Finance)
- Master of Business Administration (Law)
- Master of Business Administration (Leadership)
- Postgraduate Diploma in Business Administration
- Postgraduate Diploma in Business Administration (Accountancy)
- Postgraduate Diploma in Business Administration (Entrepreneurship and Innovation)
- Postgraduate Diploma in Business Administration (Finance)
- Postgraduate Diploma in Business Administration (Law)
- Postgraduate Diploma in Business Administration (Leadership)
- Postgraduate Certificate in Business Administration

Intermediate awards

An intermediate award or awards (i.e. a related certificate or diploma) may be granted to a student registered on the MBA or Postgraduate Diploma. A student can progress from the Postgraduate Certificate to the Postgraduate Diploma and then onto the MBA and accumulate these awards as they progress.

Exit awards

Students who for academic or personal reasons are unable to complete the MBA or Postgraduate Diploma may exit with the successful completion of 120 or 60 credits and be awarded a Postgraduate Diploma or Postgraduate Certificate respectively. Exit awards are granted at the discretion of the Board of Examiners and once a student has accepted an exit award they will not be permitted to continue their study of the same award with the International Programmes.

Individual modules available for study on a stand-alone basis

There is no provision for individual modules of the programme to be studied on a stand-alone basis.

Level of the programmes

The Framework for Higher Education Qualifications in England, Wales and Northern Ireland (FHEQ) forms part of the UK Quality Code for Higher Education of the [Quality Assurance Agency for Higher Education](#) (QAA).

The awards are placed at the following Levels of the Framework for Higher Education Qualifications (FHEQ):

- Master's degree – level 7
- Postgraduate Diploma – level 7
- Postgraduate Certificate – level 7

Relevant QAA subject benchmarks group

See the [QAA website](#) for information about quality assurance.

[Master's degrees in business and management \(2015\)](#)

Awarding body

University of London

Registering body

www.londoninternational.ac.uk

University of London

Academic direction

Queen Mary University of London

Accreditation by professional or statutory body

Chartered Management Institute

Students who successfully complete all MBA core modules and the project will be eligible for the Chartered Management Institute (CMI) level 7 Diploma in Strategic Management and Leadership, and additionally, Chartered Manager status. In order to obtain Chartered Manager Status, students should apply to CMI directly and pay the requisite fee. All students will have CMI membership for the duration of their study. Please see the following website for details: <http://www.managers.org.uk/>

Chartered Institute of Management Accountants

Students who successfully complete the MBA (Accounting) will be eligible to sit the CIMA Masters Gateway exam which is an accelerated entry route to the CIMA Professional Qualification. MBA (Accounting) students can become CIMA members for the duration of their study. For more information on this and the Gateway exam, please see the following website for more details: <http://www.cimaglobal.com/>

Language of study and assessment

English

Mode of study

Web supported learning with an online tutor or institution supported learning from a local institution, where this is available.

Institutions which support this programme will be listed on the Institutions Directory: www.londoninternational.ac.uk/teaching-institutions

Programme structures

The programme will have four registration points in the year corresponding with start dates for modules.

Students have an online induction session available through the Virtual Learning Environment (VLE) prior to the start of their study session, which will include orientation of their learning environment and guidance on the structure and learning expectations of the programme.

The **MBA** is a 180 credit degree programme. For the MBA, a student must complete:

- six core modules (90 credits total)
- four optional modules (60 credits total)
- a Strategic Project (30 credits)

To achieve an MBA with a specialism, students will select four optional modules (a minimum of three being within the same specialism) and also complete the Strategic Project in the same specialism. Students can achieve an MBA in the following named specialist areas:

- Accountancy
- Entrepreneurship and Innovation
- Finance
- Law
- Leadership

For the **Postgraduate Diploma in Business Administration**, a student must complete:

- any four core modules (60 credits total)
- any four other modules (either further core or optional modules) (60 credits total)

To receive a Postgraduate Diploma in Business Administration with a specialism, a student will need to have completed a minimum of three optional modules from within the same specialism. Students can achieve a Postgraduate Diploma in Business Administration in the following named specialist areas:

- Accountancy
- Entrepreneurship and Innovation
- Finance
- Law
- Leadership

For the **Postgraduate Certificate in Business Administration**, a student must complete:

- any two core modules (30 credits total)
- any two other modules (either further core or optional modules) (30 credits total)

Maximum and minimum periods of registration

The maximum and minimum period of registration, from a student's effective date of registration, are:

	Minimum	Maximum
MBA	One year*	Five years
Postgraduate Diploma	One year*	Five years
Postgraduate Certificate	Six months*	Five years

*Subject to module availability.

Credit value of modules

Further information about the credit systems used by universities in the UK and Europe is available in:

The Higher Education Credit Framework for England,
www.qaa.ac.uk/en/Publications/Documents/Academic-Credit-Framework.pdf

The Framework for Higher Education Qualifications in England,
www.qaa.ac.uk/en/Publications/Documents/Framework-Higher-Education-Qualifications-08.pdf

The European Credit Transfer and Accumulation System,
http://ec.europa.eu/education/tools/ects_en.htm

Credit indicates the amount of learning carried out in terms of the notional number of study hours. The Framework for Higher Education Qualifications in England (FHEQ) level indicates the depth, complexity and intellectual demand of the learning. The details below indicate the UK credits and the European Credit Transfer and Accumulation System (ECTS) values.

For the Global MBA programme, modules have the following credit values:

- Core and optional modules are 15 UK credits each.
- The Strategic Project is 30 UK credits.

A student awarded the MBA will have accumulated 180 UK credits (90 ECTS credits).

A student awarded the Postgraduate Diploma in Business Administration will have accumulated 120 UK credits (60 ECTS credits).

A student awarded the Postgraduate Certificate in Business Administration will have accumulated 60 UK credits (30 ECTS credits).

Entrance requirements

Applicants must submit an application in line with the procedures and deadlines set out on the website.

Entry route 1 requirements for the MBA, Postgraduate Diploma, Postgraduate Certificate

Applicants are required to have the following:

- At least a second class honours bachelor degree or equivalent from an institution acceptable to the University; and,
- Three years relevant work experience (e.g. in a management/supervisory role).

Entry route 2 requirements for the MBA, Postgraduate Diploma, Postgraduate Certificate

Entry route 2 provides an alternative pathway for candidates who do not meet the Entry route 1 requirements for the Global MBA programme. Students must complete an online preparatory specialisation (International Business Essentials) made up of six short online courses (completed before or during application) and complete the assessment of two core modules from the Global MBA programme. This prescribed route allows students to develop and build the foundation business, academic and cultural skills that are valuable and necessary to succeed in the standard MBA programme. Students on the two core modules in this gateway route will receive tailored support from Online Tutors. Students who successfully complete these requirements may then select from the modules available for their registered programme.

Full details of entrance requirements are given on the [programme page](#), under the Requirements tab.

English language requirements

Students applying for the MBA, Postgraduate Diploma and Postgraduate Certificate will meet the English language requirement if they have passed any of the following within the past three years:

- (IELTS) International English Language Testing System when an overall score of at least 6.5 is achieved with a minimum of 6.0 in the Written sub-test;
- Pearson Test of English (Academic) score of 59 or above, with at least 59 in both Reading and Writing elements and at least 54 in Speaking and Listening elements;
- Cambridge Certificate of Proficiency in English;
- Cambridge Certificate of Advanced English, provided grade C or above is achieved; or,
- (TOEFL) iBT Test of English as a Foreign Language overall score of 92 or above with at least 22 in both Reading and Writing Skills sub-tests and at least 20 in both Speaking and Listening sub-tests.

Alternatively an applicant may satisfy the English language requirements for the MBA, Postgraduate Diploma or Postgraduate Certificate if they have:

- Substantial education (minimum of eighteen months) conducted and assessed in English; or
- Substantial work experience (minimum of eighteen months) conducted in English.

Where an applicant does not meet the prescribed English language proficiency requirements but believes that they can demonstrate the requisite proficiency for admission the University may, at its discretion, consider the application.

Computer specification and internet access

All students must have regular access to a computer with an internet connection to access the following resources:

- Programme resources on the VLE and the Student Portal;
- The Online Library;
- Student record, module registration and examination entry;
- University of London email account;
- The Programme Specification and Regulations;
- The University of London International Programmes Student Charter.

The computer should have at least the following minimum specification:

- a web browser (the latest version of Firefox, Chrome or Internet Explorer). This must accept cookies and have JavaScript enabled;
- sufficient bandwidth to access and upload video content;
- a speaker;
- video and audio recording capability, such as via web cam or other device.

And the following applications installed:

- a word processor that accepts Microsoft Word formats (.doc and .docx);
- Microsoft Excel with the ability to run macros;
- a pdf reader;
- software for playing mp3 and mp4 files.

Students with specific access requirements

International Programmes welcomes applications from disabled students and/or those who have specific access requirements. The University will make every effort to provide reasonable adjustments to enable those with specific access requirements to have the same chance as all other students to successfully complete their studies.

The University is committed to managing the application procedure and the programme itself to offer all students the opportunity to participate fully. Students with a disability or others who may need special arrangements to assist in taking examinations (such as a separate room or special aids) should complete the relevant section of the application form, or contact the Inclusive Practice Manager. Requests will be considered by a University panel, whose purpose is to ensure that students with disabilities and/or specific access requirements are neither advantaged nor disadvantaged by such arrangements when compared with other students.

For further information, see [Inclusive Practice Policy](#)

Sources of funding and scholarships

Information about potential sources of funding and scholarships is updated annually and where available is included in the programme web pages.

For further information see www.londoninternational.ac.uk/distance-and-flexible-learning/funding-your-study.

Educational aims and learning outcomes of the programmes

Programme aims

The Global MBA is designed as an innovative online programme to provide students with support through virtual and local learning environments and the flexibility to study at any time and from anywhere around the globe. Students can opt to pursue a general MBA or tailor their needs and follow one of five key specialist routes (Accountancy, Entrepreneurship and Innovation, Finance, Law, or Leadership).

Led by internationally acclaimed faculty, the Global MBA will provide the setting in which future global leaders learn with peers from around the world. The programme is driven by a practical focus underpinned by intellectual and academic insight. The Global MBA provides a platform for students to discuss and exchange real case studies or scenarios from around the world, providing an international perspective and networking opportunities through the diverse study body.

The Global MBA programme seeks to produce graduates who will excel in professional and managerial positions having built on existing knowledge of fundamental concepts and skills whilst developing new ones. The programme allows students to learn while they work in a professional and/or managerial position and functions as a qualification for awards from professional bodies (e.g. CMI, CIMA).

MBA Learning Outcomes – for all specialisms and the general MBA

A: Knowledge, Understanding and Cognitive Skills

A student is expected to be able to:

1. Demonstrate a broad knowledge and understanding of organisations and their stakeholders, the external and global context in which they operate (including legal, ethical, social and economic), and how they are managed;
2. Analyse relevant information and synthesise it into an appropriate form in order to evaluate and solve complex problems and make informed and appropriate decisions in challenging situations;
3. Critically appraise problems and insights in business and management and remove subject and functional boundaries in order to holistically assess them;
4. Create and interpret knowledge in the discipline through an original application of existing understanding and established techniques of research and enquiry; and,
5. Identify and address ethical dilemmas and corporate social responsibility issues in a global environment, applying ethical and organisational values to situations and choices.

B: Practical, Professional and Key Skills

A student is expected to be able to:

1. Provide innovative and entrepreneurial approaches to work-based problems and critically reflect on their effectivity and efficiency;
2. Effectively communicate, across a range of media, in an interpersonal and team situation (in a variety of team roles);
3. Identify appropriate leadership style(s) for situations, successfully manage and motivate people, activities and operations and engage effectively with stakeholders;
4. Perform everyday mathematical skills in relation to quantitative data and exercise basic qualitative research skills;
5. Communicate effectively using a range of media (including preparing and appraising business reports): listening to, negotiating with and persuading and influencing others;
6. Exercise self-awareness and self-management; demonstrate critical self-reflection and a sensitivity to the diversity of people and different situations present in today's business world;
7. Apply their new knowledge and understanding to real-world business and management situations as a management professional;
8. Demonstrate the ability to critically reflect upon their own and others' management practice; and,
9. Conduct research and enquiry into business and management issues individually or as part of a team through research design, collect and analyse qualitative and quantitative data, synthesise and report recommendations in a professional manner and style.

MBA Learning Outcomes – for the general MBA

In addition to the above, the general MBA will have added learning outcomes for Knowledge, Understanding and Cognitive Skills specific to its approach:

1. Design and execute a piece of extended critical research that evidences a planned intellectual progression through business administration studies; and,
2. Demonstrate knowledge, understanding, analysis and associated skills from a range of specialist modules. The specific nature of the outcomes demonstrated will be dependent on the modules selected. Details of outcomes for each module are articulated in each module specification.

MBA Learning Outcomes – for individual specialisms

In addition to the **MBA Learning Outcomes - for all specialisms and the general MBA**, each specialism will have added learning outcomes for Knowledge, Understanding and Cognitive Skills specific to their discipline as follows:

Accountancy

1. Demonstrate a broad knowledge and understanding of accounting principles and their relevance to business decision making (including understanding how the external regulatory, legal, and ethical environments impact business decisions and financial reporting requirements);
2. Identify, differentiate and evaluate a variety of accounting approaches in different business environments;
3. Apply current principles of accounting to the measurement and reporting of accounting information and to solving business and accounting problems in rapidly changing business environments;
4. Critically evaluate the implications of decision-making on the viability of businesses and evaluate the potential impact of these decisions on future financial performance; and,
5. Design and execute a piece of extended critical research that demonstrates a planned intellectual progression through business administration studies in the specialism of accounting.

Entrepreneurship and Innovation

1. Understand the innovation methods, techniques and strategy at the individual and organisational level that are used to identify and capitalise on entrepreneurial opportunities;
2. Develop skills to manage innovation processes and analyse business opportunities for new venture creation;
3. Identify and evaluate analytical techniques to determine the best use of entrepreneurial assets;
4. Understand venture capital and equity investors' funding criteria and contractual terms; and,
5. Design and execute a piece of extended critical research that demonstrates a planned intellectual progression through business administration studies in the specialism of entrepreneurship.

Finance

1. Identify and assess key financial concepts and use financial and modelling tools to solve complex business problems (including the evaluation of financial performance and risk of default based on financial reporting);
2. Analyse the rationale for major financial transactions such as M&A and demonstrate how to take part effectively in their successful execution;
3. Select and apply relevant and insightful corporate valuation methods and critically assess the objectives and performance of the asset management industry;
4. Demonstrate the knowledge to solve strategic investors' dilemmas between risk and reward and between short and long run objectives; and,

5. Design and execute a piece of extended critical research that demonstrates a planned intellectual progression through business administration studies in the specialism of finance.

Law

1. Identify and evaluate comparative corporate governance issues as well as the various theories about the company and its various stakeholders;
2. Demonstrate a broad comprehensive understanding of the theory and practice of financing international transactions and assess the practical application and underlying forces within corporate finance law;
3. Demonstrate knowledge and understanding of global economic governance structures and appreciate their implications for mobilising financing for development;
4. Identify and analyse the legal frameworks underpinning transfers of international public and private capital to developing countries; and,
5. Design and execute a piece of extended critical research that demonstrates a planned intellectual progression through business administration studies in the specialism of law.

Leadership

1. Identify and evaluate different perspectives on, and approaches to, managing and leading in different organisational and cultural contexts (including their ethical frameworks);
2. Exercise and evaluate leadership decisions in the light of their human, political, and cultural context;
3. Engage critically with management frameworks, theories and tools in order to demonstrate a critical self-awareness of one's own leadership and its consequent issues within the wider global context in which business and management takes place;
4. Identify and develop a personal leadership approach that demonstrates a critical self-awareness (reflecting upon the student's own learning, knowledge, capabilities, and insight into the complexity of the global business arena); and,
5. Design and execute a piece of extended critical research that demonstrates a planned intellectual progression through business administration studies in the specialism of leadership.

Postgraduate Diploma Learning Outcomes – for all specialisms and the general Postgraduate Diploma

A: Knowledge, Understanding and Cognitive Skills

A student is expected to be able to:

1. Demonstrate a broad knowledge and understanding of organisations and their stakeholders, the external and global context in which they operate (including legal, ethical, social and economic), and how they are managed;
2. Analyse relevant information and synthesise it into an appropriate form in order to evaluate and solve complex problems and make informed and appropriate decisions in challenging situations;

3. Critically appraise problems and insights in business and management and remove subject and functional boundaries in order to holistically assess them;
4. Create and interpret knowledge in the discipline through an original application of existing understanding and established techniques of research and enquiry; and
5. Identify and address ethical dilemmas and corporate social responsibility issues in a global environment, applying ethical and organisational values to situations and choices.

B: Practical, Professional and Key Skills

A student is expected to be able to:

1. Provide innovative and entrepreneurial approaches to work-based problems and critically reflect on their effectivity and efficiency;
2. Effectively communicate, across a range of media, in an interpersonal and team situation (in a variety of team roles);
3. Identify appropriate leadership style(s) for situations, successfully manage and motivate people, activities and operations and engage effectively with stakeholders;
4. Perform everyday mathematical skills in relation to quantitative data and exercise basic qualitative research skills;
5. Communicate effectively using a range of media (including preparing and appraising business reports): listening to, negotiating with and persuading and influencing others;
6. Exercise self-awareness and self-management; demonstrate critical self-reflection and a sensitivity to the diversity of people and different situations that are present in the world of today's business;
7. Apply their new knowledge and understanding to real-world business and management situations as a management professional;
8. Demonstrate the ability to critically reflect upon their own and others' management practice; and,
9. Conduct some research into business and management issues and explore different frameworks of analysis.

Postgraduate Diploma Learning Outcome – for the general Postgraduate Diploma

In addition to the above, the general Postgraduate Diploma will have an added learning outcome for Knowledge, Understanding and Cognitive Skills specific to its approach.

1. Demonstrate knowledge, understanding, analysis and associated skills from a range of specialist modules. The specific nature of the outcomes demonstrated will be dependent on the modules selected. Details of outcomes for each module are articulated in each module specification.

Postgraduate Diploma Learning Outcomes – for individual specialisms

In addition to the **Postgraduate Diploma Learning Outcomes - for all specialisms and the general Postgraduate Diploma**, each specialism will have added learning outcomes for Knowledge, Understanding and Cognitive Skills specific to their discipline as follows.

Accountancy

1. Demonstrate a broad knowledge and understanding of accounting principles and their relevance to business decision making (including understanding how the external regulatory, legal, and ethical environments impact business decisions and financial reporting requirements);
2. Identify, differentiate and evaluate a variety of accounting approaches in different business environments;
3. Apply current principles of accounting to the measurement and reporting of accounting information and to solving business and accounting problems in rapidly changing business environments; and,
4. Critically evaluate the implications of decision-making on the viability of businesses and evaluate the potential impact of these decisions on future financial performance.

Entrepreneurship and Innovation

1. Understand the innovation methods, techniques and strategy at the individual and organisational level that are used to identify and capitalise on entrepreneurial opportunities;
2. Develop skills to manage innovation processes and analyse business opportunities for new venture creation;
3. Identify and evaluate analytical techniques to determine the best use of entrepreneurial assets; and,
4. Understand venture capital and equity investors' funding criteria and contractual terms.

Finance

1. Identify and assess key financial concepts and use financial and modeling tools to solve complex business problems (including the evaluation of financial performance and risk of default based on financial reporting);
2. Analyse the rationale for major financial transactions such as M&A and demonstrate how to take part effectively in their successful execution;
3. Select and apply relevant and insightful corporate valuation methods and critically assess the objectives and performance of the asset management industry; and,
4. Demonstrate the knowledge to solve strategic investors' dilemmas between risk and reward and between short and long run objectives.

Law

1. Identify and evaluate comparative corporate governance issues as well as the various theories about the company and its various stakeholders;
2. Demonstrate a broad comprehensive understanding of the theory and practice of financing international transactions and assess the practical application and underlying forces within corporate finance law;
3. Demonstrate knowledge and understanding of global economic governance structures and appreciate their implications for mobilising financing for development; and,
4. Identify and analyse the legal frameworks underpinning transfers of international public and private capital to developing countries.

Leadership

1. Identify and evaluate different perspectives on, and approaches to, managing and leading in different organisational and cultural contexts (including their ethical frameworks);
2. Exercise and evaluate leadership decisions in the light of their human, political, and cultural context;
3. Engage critically with management frameworks, theories and tools in order to demonstrate a critical self-awareness of one's own leadership and its consequent issues within the wider global context in which business and management takes place; and,
4. Identify and develop a personal leadership approach that demonstrates a critical self-awareness (reflecting upon the student's own learning, knowledge, capabilities, and insight into the complexity of the global business arena).

Postgraduate Certificate Learning Outcomes

A: Knowledge, Understanding and Cognitive Skills

A student is expected to be able to:

1. Demonstrate some knowledge and understanding of organisations and their stakeholders, the external and global context in which they operate and how they are managed;
2. Analyse relevant information and synthesise it into an appropriate form in order to evaluate and solve complex problems and make informed and appropriate decisions in challenging situations;
3. Critically appraise problems and insights in business and management and remove subject and functional boundaries in order to holistically assess them; and,
4. Create and interpret knowledge in the discipline through an original application of existing understanding and established techniques of research and enquiry.

B: Practical, Professional and Key Skills

A student is expected to be able to:

1. Provide innovative and entrepreneurial approaches to work-based problems and critically reflect on their effectivity and efficiency;

2. Effectively communicate, across a range of media, in an interpersonal and team situation (in a variety of team roles);
3. Identify appropriate leadership style(s) for situations, successfully manage and motivate people, activities and operations and engage effectively with stakeholders;
4. Perform everyday mathematical skills in relation to quantitative data and exercise basic qualitative research skills;
5. Communicate effectively using a range of media (including preparing and appraising business reports): listening to, negotiating with and persuading and influencing others;
6. Exercise self-awareness and self-management; demonstrate critical self-reflection and a sensitivity to the diversity of people and different situations that are present in the world of today's business;
7. Apply their new knowledge and understanding to real-world business and management situations as a management professional;
8. Demonstrate the ability to critically reflect upon their own and others' management practice; and,
9. Conduct some research into business and management issues and explore different frameworks of analysis.

Learning, teaching and assessment strategies

The core principles of the learning, teaching and assessment strategy for this programme are outlined below.

Principle 1: Ensuring students are prepared for study

Students will be provided with opportunities to sample the learning content of each programme. An online induction will ensure that they are prepared for study and are familiar with the learning environment and sources of support during their student journey.

Principle 2: An engaging and vibrant learning environment

All students will have access to an online learning environment with learning support and tools enabling them to monitor their progress, assessing fulfilment of learning outcomes and development of skills-based outcomes throughout the curriculum. The learning environment will provide a framework for the level of support selected by students, which involves local and online tuition services.

Principle 3: Learning content

The learning content will be designed to provide students with opportunities to engage, and encourage reflective and deep learning, with accessibility a key feature to enable students to study across a range of mobile and media channels.

Principle 4: Student support

All students will have access to the learning environment, learning content, tools and activities related to their chosen programme of study. Students will be able to select from two modes of study: web supported learning or institution supported learning.

Principle 5: Flexibility

To facilitate the requirements of a diverse global community of learners a core feature of this programme is flexibility in the design of the curriculum, providing for pathways to sub-degree and full degree awards and facilitating student progress at a pace suitable to their circumstance.

Principle 6: Assessment

A core feature of this programme will be a varied range of learning activities embedded within the learning content for each module, designed to provide feedback to students on their progress towards learning outcomes. Summative assessment methods will be designed to promote retention of knowledge, providing encouragement through tutor feedback, with as wide a range of methods as possible to most effectively assess learning outcomes, within the context of the need for secure and reliable techniques appropriate to flexible learning.

Principle 7: Staff Development

The design, development and delivery of this programme will be supported with training for:

- Academic teams involved in the development of the materials and assessment;
- Module Leaders;
- Tutors and Administrators at teaching institutions.

Assessment methods

Each Core and Optional module, with the exception of the *Successful Leadership* module, is summatively assessed by a coursework element (30%) and a written examination element (70%). The coursework element is typically an assignment of approximately 2,500 words and varies from case studies and research essays to short answer and time-constrained assessments. The written examination is two hours in length; some examinations are unseen whilst others provide for some aspect of the examination to be previously seen by students. The *Successful Leadership* module is assessed by a coursework element (30%) and a portfolio (70%). The Strategic Project is summatively assessed by a coursework element (30%) and a project report element (70%). The coursework element usually takes the form of a research proposal or an assignment based on research skills and completing a literature review. The project report element requires students to complete an 8,000 word assignment.

For coursework and project items, students should not deviate from the set word limits by more than 10%. The content within the main body of text comprises the overall word count, including in-text citations, references, quotes, heading and sub-headings. The cover page, reference list and any appendices **do not** count towards the overall word count.

For students undertaking the general Strategic Project, this is based around a large scale simulation which students explore as part of the module. For students opting to complete the Strategic Project in a particular specialism, this is based around either a research project or a project which draws on their current employment.

All students are asked to complete a Project Inception Form before beginning work on their project and this form is reviewed and approved by the Module Leader in the early stages of the session.

The grade awarded for each module is based on all the elements of assessment.

Students are required to pass each element of the assessment subject to the application of the rules for marginal compensation, where permitted.

Examinations may be taken in June, September, December and March and resits at the next opportunity.

Examinations are held at [examination centres](#) throughout the world.

Coursework is submitted in the VLE by prescribed deadlines.

Student support and guidance

Key features of the support for students include:

- Student induction resources;
- VLE containing: self-assessment and student planner tools; comprehensive learning materials; e-resources/e-library; student forums and progress monitoring tools;
- Local institution tutor (for institution supported learners);
- Online student relationship manager and online tutor (for web supported learners).

Quality evaluation and enhancement

Parity of award standards

The University of London is responsible for the academic standards for the award which are applied through the programme direction of Queen Mary University of London.

Learning materials are written and examinations are set and marked by academic staff employed or chosen by Queen Mary University of London. They are required to adhere to and apply the University's academic standards.

Review and evaluation mechanisms

Procedures are in place to assure the standards of the award and the quality of the student experience, which include programme development, delivery, management, systematic monitoring and ongoing review and enhancement of all International Programmes. Improvements are made as necessary to ensure that systems remain effective and rigorous.

- Annual programme reports are produced for all programmes in order to review and enhance the provision and to plan ahead;
- Every year independent external examiners submit reports to confirm that a programme has been assessed properly and meets the appropriate academic standards;
- Annual student information statistics are produced and are referenced in all systematic reporting within the University of London International Academy;
- Periodic programme reviews are carried out every 4-6 years to review how a programme has developed over time and to make sure that it remains current and up-to-date.

See www.londoninternational.ac.uk/our-global-reputation/quality-standards for its policies and procedures in quality assurance.

Student feedback mechanisms

The Student Experience Survey, carried out every two years, collects feedback from the International Programmes student body on a number of areas relating to the student lifecycle. The results are considered in a number of different ways, including by the Pro-Vice Chancellor, the programme team, departments at the International Programmes responsible for the different aspects of the student experience and senior committees. Once the findings have been considered in detail, responses are published from both the International Programmes and the Programme Director.

There may be additional survey activity through the student portal, by email or from the programme team from time to time.

VLEs also provide the opportunity for informal feedback and discussion.

University of London International Academy committees and subcommittees encourage student membership where possible. Some programmes recruit their own student representatives at the programme level. Students may take part in quality review processes such as Periodic Programme Reviews, Programme approval, Thematic Reviews, MOOC review panels and ad hoc focus groups. Opportunities such as these are advertised through social media and on the website.

More information can be found at www.londoninternational.ac.uk/youengage

After graduation

Further study

Successful completion of the programme may serve as preparation for students who wish to go on to take further study in the subject area. Enquiries about further study opportunities should be directed to the University of London Student Advice Centre using this link www.london.ac.uk/askaquestion.

Graduate employment routes

This programme is designed for those who wish to pursue careers in business and management in sectors such as accounting and finance, business economics, human resource management, paralegal, leadership, information systems, operations management and marketing.

Careers advice and resources

The University of London's Careers Service can provide confidential advice and guidance appropriate to the diverse needs of students, at any stage of their career. Advisers can assist on an individual basis (including help with career planning, CV writing and interview technique), through face-to-face, Skype or phone appointments, or through a 30 minute e-Advice service. Students may also make use of the dedicated careers library.

For further information, please see www.thecareersgroup.co.uk/develop-talent

The Alumni Network

Upon graduation, International Programmes' students automatically become members of its Alumni Network, a diverse community of over 100,000 alumni in more than 180 countries.

The Alumni Network can provide past students with lifelong links to the University of London and each other. Benefits include social and networking events, access to local groups, a bi-annual magazine, social networking groups, and the opportunity to become an Alumni Ambassador for the University of London.

For further information, please see www.londoninternational.ac.uk/alumni, www.facebook.com/londonualumni and <http://linkd.in/alumniassociation>