Programme Specification ARO 034a

MBA – INTERNATIONAL PROGRAMME SPECIFICATION

Section 1 Key Facts

<table>
<thead>
<tr>
<th>Awarding Body</th>
<th>University of Stirling</th>
</tr>
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<tbody>
<tr>
<td>Partner Institution</td>
<td>Amity, Singapore</td>
</tr>
<tr>
<td>Programme Name</td>
<td>MBA</td>
</tr>
<tr>
<td>Award e.g. BSc (Hons), MA etc.</td>
<td>MBA</td>
</tr>
<tr>
<td>Faculty</td>
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<tr>
<td>Division (if applicable)</td>
<td>Centre for Advanced Management Education</td>
</tr>
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<td>UCAS Code (UG only)</td>
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<td></td>
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<td>Admission Points</td>
<td>September, February, June</td>
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<td>Length of Programme</td>
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<td>Total Credit Value</td>
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<td>ECTS Credit Value</td>
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<td>Relevant QAA Subject Benchmark</td>
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<td>Name of accrediting body: AMBA</td>
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<td>Required for programme: Yes</td>
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<td>Date of Accreditation: 02/03/2016</td>
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<td>Date of Renewal: June 2018</td>
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<tr>
<td>Programme Director</td>
<td>Professor George Burt</td>
</tr>
<tr>
<td>Advisor of Studies</td>
<td>Professor George Burt</td>
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<tr>
<td>Programme Approved</td>
<td>1985</td>
</tr>
<tr>
<td>Last Updated</td>
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Section 2 Overview
PROGRAMME SUMMARY

The Stirling MBA is unique in the way it focuses on the practices, processes and outcomes of managing in a range of contexts: from large multinationals to small enterprises. There’s an emphasis on responsible leadership, sustainable strategy, creativity and change that helps inform contemporary debates about how to effectively manage limited resources with maximum impact.

The Stirling MBA covers the functional areas of business and management, including accounting and finance, marketing, economics, operations management, and human resource management. These functional areas are integrated in a number of modules as well as the dissertation / consultancy project. It is designed to transform capable managers into successful, significant business leaders. We underpin this approach by a significant investment in personal and professional development throughout the course.

This course will give students the confidence and resilience to respond to continually developing circumstances, the skills to build and lead a team, and the theoretical and practical knowledge to successfully manage through the pressures and challenges of the modern business environment.

You will also have the opportunity to undertake a three-month consultancy project with a local company.

Understanding the practices and processes of business in terms of environmental, social and economic sustainability is central to the course. These concerns and perspectives are explored in the context of a wide range of industries and economies. Throughout the world, such issues are taken increasingly seriously as a response to the current financial crisis. This course is the first MBA in Scotland specifically designed to cater to this important agenda.

Key Features of the Programme (including what makes it distinctive)

1. Focus on developing the personal skills and capabilities to support the development of leaders of the future;
2. AMBA accreditation - our course is accredited by the Association of MBAs - the international impartial authority on postgraduate business education;
3. Industry connections - senior executives from all sectors will regularly engage with you, providing a practical perspective on contemporary business topics through guest lectures, workshops and access to consultancy projects;
4. Expert teaching team - you'll learn from academic staff who are respected in their fields and have extensive business and consultancy experience.

PROGRAMME AIMS

On successful completion of this programme, you should be able to:

1. Identify, understand, comprehend, explain and describe the integrated nature of organisational processes and practices, contribution to success and implications for change;
2. Understand, apply and interpret the approaches to financial management, and related quantitative approaches;
3. Analyse, appraise and evaluate individual and group behaviour, and strategic HRM approaches to organisational strategy and change;
4. Identify, understand and describe the processes and problems of general management at the operational and strategic level;
5. Understand and apply the theory and influence of macro and micro economics on individual organisations;
6. Understand, distinguish and apply business research methods and consultancy skills, to intervene in practical situations;
7. Understand, analyse, interpret and make sense of global and environmental forces that influence organisational success or failure and the relationship between political, economic, social, technological, legal, ecological and demographic factors;
8. Recognise, critique and develop leadership capability and personal resilience to initiate and
manage change;
9. Understand, appraise and debate the practice and tensions in developing business policy and strategy;
10. Develop personal capability to initiate and lead new ventures and innovation in organisations;
11. Explore, understand and appraise the impact of sustainability, ethics and risk management on business decisions and performance;
12. Understand, analyse and apply contemporary and dynamic organisational issues that shape strategy and change and organisational structure;
13. Develop a global outlook from the perspective of both developing and emerging economies, and the impact on business success.

**WHAT WILL I BE EXPECTED TO ACHIEVE?**

*Detailed Learning Outcomes*

On successful completion of this programme, you should be able to:

**Knowledge and Understanding:**

1. Understand the nature of business, its strategies, operations and impacts;
2. Appreciate the latest approaches to management education on responsibility;
3. Understand business in the context of emerging economies, contrasting it with business elsewhere;
4. Master broad and critical knowledge of functional areas in management, economic analysis and project research, including: an overview and understanding of all areas of business; an appreciation of relevant economic arguments; an awareness of how particular projects might be managed and researched;
5. Appreciate different forms of doing business;
6. Appreciate and understand the meaning of responsible and sustainable business as well as the ways in which business can achieve such outcomes;
7. Recognise the relevant issues, understand decision-making processes, identify supporting knowledge;
8. Assess the allocation of resources in a complex and mutating environment;
9. Be responsible business leaders;
10. Appreciate the role of leading at the individual, group and organisational level;
11. Articulate knowledge of business features and operations;
12. Design and implement decision-making processes;

**Intellectual, Practical and Transferable Skills and other graduate attributes:**

1. In depth analytic skills in: business in emerging economies, responsible business in society, accounting and finance, economic context and policy, economic sustainability, retail and marketing, strategy and leadership, research project management;
2. Knowledge of business challenges, possibilities and strategies in emerging economies;
3. Understanding of the unique institutional challenges and opportunities of emerging markets that are relevant for managers;
4. The skill to analyse strategic challenges and opportunities for firms in emerging markets domestically and internationally;
5. The ability to analyse the challenges, opportunities and strategic options for firms based in western economies;
6. The ability to minimize the risks of doing business in emerging markets;
7. The ability to assess opportunities and options recognising and accounting for complex interconnections between business choices and their supportive environment. These would include, for example, implications for the long-term sustainability of the business, its investors and stakeholders other than investors, such as employees, communities as well as the natural environment;
8. In-depth understanding of the theories and concepts of responsible/ethical business;
9. The ability to critically reflect upon the external and internal factors that shape responsible business practice;
10. The capacity to examine responsible business in a global and interconnected setting, including cross-cultural practice and context;
11. The ability to critically evaluate the development of responsible business practices at the organisational level;
12. Appreciation of the broader social and political environment in which business operate;
13. The capacity to motivate people;
14. Skills to evaluate how leaders formulate and gain commitment to strategy and change, through developing effective followers and building follower communities;
15. The ability to recognise, understand and apply an awareness of governance and renewal in the strategy and leadership agenda;
16. The ability to appreciate the role of the leader, leading and leadership in workplaces and contemporary society;
17. Understanding of individual satisfaction and wellbeing in the workplace and how that impacts on business performance;
18. Understanding of the economic context of doing business, including market structures, consumer choice, the labour market, the meaning and implications of major macroeconomic elements such as money, interests rates, inflation, balance of payments, economic policy;
19. The capacity to distinguish elements, measures, choices and policies for sustainable development;
20. Foundation knowledge and understanding of the principles of accounting and corporate finance, including the capacity to understand and use published accounting information as well as to appreciate major issues involved in making corporate investment and financing decisions;
21. Skills in logical, rational economic analysis involving mastering numerical problems;
22. Appreciation of the strategic role of marketing in emerging global economies and the relevance of marketing to managers;
23. The ability to diagnose market and customer characteristics and to understand the importance of innovation within the marketplace notwithstanding the notion of sustainability;
24. The capacity to explore the theories associated with competitive advantage and differentiation and the role of communication strategies in this context;
25. Understanding of key issues, processes and functions of HRM;
26. Critical appreciation of the ethical, cultural, social and environmental contexts of HRM;
27. Critical appreciation of the sustainability implications of HRM;
28. The ability to critically analyse the international implications of HRM;
29. The ability to practically move from the discussion of business issues and case studies to the active observation of the context and the impact of business activities, by engaging with decision-makers in the socio-economic arena;
30. The ability to carry out an independent research project based on some aspects of the business environment.

Values and Attitudes:
1. The ability to process information based on reason and analysis;
2. Their own critical thinking and imagination;
3. An awareness of the relevance of debate and discussion, based on respect for different views and perspectives;
4. Specific skills at a masters level in research design, data collection and analysis;
5. Intercultural competence;
6. The ability to work individually as well as in groups;
7. Their presentation and communication skills, including multimedia skills.
**HOW WILL I LEARN?**

This is a one-year full-time course of two semesters, followed by a three-month independent study period on a dissertation or consultancy case study.

You will be taught through a combination of lectures, seminars, workshops, presentations and through practical case study exercises. Many modules on the MBA are complemented with the engagement of industry-specific experts. This helps you experience the reality of a topic as it is being taught. By doing so we ensure that you make the theory-practice-theory connections. Personal and Professional Development is integrated throughout the programme, to develop and enhance student’s capabilities as reflective practitioners – the foundation for life-long learners.

**WHAT TYPES OF ASSESSMENT AND FEEDBACK CAN I EXPECT?**

**Assessment and Assessment Criteria**

The course uses a variety of assessment methods ranging from individual assignments, group assignments, business reports, class tests, individual and group presentations, literature review and research design.

Assignments and essays are used to test academic skills with a strong emphasis on critical analysis and reflective insights. The assignments also provide the opportunity to develop and assess your problem definition and management communication skills, and capability with key software packages; presentations provide a test of oral communication skills, as well as providing another mechanism for assessing case study analysis.

**Feedback on Assessment**

You will receive feedback on coursework within 3 weeks of completion of the assessment. Feedback is usually provided electronically on formal coursework. Feedback and Guidance sessions with teaching staff are available on all modules. These provide regular opportunities to discuss feedback further. More information about feedback on assessment can be found here; [http://www.stir.ac.uk/academicpolicy/handbook/assessment/](http://www.stir.ac.uk/academicpolicy/handbook/assessment/)

**Assessment Regulations**

*Highlight any exceptions to the assessment regulations for this programme*

You must achieve 50% in the sum of the weighted component marks, rounded to the nearest whole number; you must also achieve at least 40% in each component. Where you fail to meet the 40% minimum requirement in any component a fail (X) will be awarded for the module. Re-assessment of failed modules will follow the agreed Taught Postgraduate Regulations.

If you would like to know more about the way in which assessment works at the University of Stirling, please see the full version of the assessment regulations at: [https://www.stir.ac.uk/regulations/postgraduate/assessmentandawardofcredit/](https://www.stir.ac.uk/regulations/postgraduate/assessmentandawardofcredit/)

**WHAT WILL I STUDY?**

**Year 1 – AMITY, SINGAPORE**

Total year 1 credit value = **180**

Compulsory credits = **180**

Option credits = **0**
# SEPTEMBER ENTRY

## Compulsory Modules

<table>
<thead>
<tr>
<th>Module Title</th>
<th>Module Code</th>
<th>Credit</th>
<th>Semester</th>
<th>SCQF Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal &amp; Professional Development</td>
<td>BUAP001</td>
<td>10</td>
<td>Autumn</td>
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<tr>
<td>Strategy &amp; the International Environment</td>
<td>BUAP002</td>
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<td>Autumn</td>
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<tr>
<td>Accounting &amp; Finance</td>
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<td>BUAP004</td>
<td>10</td>
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<td>Marketing Management</td>
<td>BUAP005</td>
<td>10</td>
<td>Autumn</td>
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<tr>
<td>Economics for Sustainable Business</td>
<td>BUAP006</td>
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<tr>
<td>Operations Management</td>
<td>BUAP008</td>
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<td>Spring</td>
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<tr>
<td>Strategy for Sustainable Success</td>
<td>BUAP012</td>
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<td>Spring</td>
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<td>Personal &amp; Professional Development</td>
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<td>Introduction to Research Methods</td>
<td>BUAP007</td>
<td>10</td>
<td>Spring</td>
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<tr>
<td>Managing Change</td>
<td>BUAP007</td>
<td>10</td>
<td>Spring</td>
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<td>Leadership and Responsible Business</td>
<td>BUAP010</td>
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<td>Innovation Management</td>
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<td>Project Management</td>
<td>BUAP009</td>
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Plus 40 credits from:

- Dissertation: BUAP099, 40 credits, Summer, SCQF Level 11
- Consultancy Project: BUAP097, 40 credits, Summer, SCQF Level 11

# FEBRUARY ENTRY

## Compulsory Modules

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<th>SCQF Level</th>
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<td>Operations Management</td>
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<td>Strategy for Sustainable Success</td>
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<tr>
<td>Personal &amp; Professional Development</td>
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<td>Managing Change</td>
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<td>Leadership and Responsible Business</td>
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<td>Innovation Management</td>
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<td>Project Management</td>
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<td>Spring</td>
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<td>Personal &amp; Professional Development</td>
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Plus 40 credits from:

- Dissertation: BUAP099, 40 credits, Autumn, SCQF Level 11
- Consultancy Project: BUAP097, 40 credits, Autumn, SCQF Level 11

# JUNE ENTRY

## Compulsory Modules

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<th>SCQF Level</th>
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<tr>
<td>Strategy &amp; the International Environment</td>
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<td>Summer</td>
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<tr>
<td>Accounting &amp; Finance</td>
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<td>Managing the Human Resource</td>
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**READING LIST**

Below is a list of the Required and Recommended Reading for the Programme:

**The Sixth Sense: Accelerating Organizational Learning with Scenarios**  

**Global Financial Accounting and Reporting: Principles and Analysis**  
Walter Aerts and Peter Walton (Cengage Learning EMEA; 3rd Revised edition (2013)

**Management and Cost-Accounting**  
Drury, C (2015), 9th edn

**Armstrong’s Handbook of Human Resource Management Practice**  
Armstrong, M & Taylor S (2014), Kogan Page Ltd

**Marketing Management**  

**Economics**  
Parkin, Powell & Matthews (2014), 9th edition

**Managing Change**  
Burnes, B. (2017) - 7th edn. Pearson

**Operations Management (8th ed.)**  

**Project Management**  

**Leadership in Organisation (8th ed)**  
Yukl, G. (2012) 8th edn, Pearson Education Ltd

**Managing Business Ethics (6th ed)**  

**Fundamentals of Strategy (3rd edition)**  

**New Venture Creation: A Framework for Entrepreneurial Start-Ups**  
Burns, P. (2014), Palgrave
Section 3 Student Support [PLEASE UPDATE AS NEEDED FOR THE STUDENT COHORT]

**SUPPORT FOR STUDENT LEARNING**

At an overseas partner institution, you will have access to some of the on-line support materials (such as Study Skills Support) as well as access to our library resources as well as being given generic pastoral support from your local partner institution.

In addition, Stirling Management School have appointed International Directors for each partner, and an Associate Dean for Internationalisation, who visit the partners at least annually, and are available to provide support to you on these visits if you request it.

**Induction**

Students attending Stirling Management School programmes at overseas partner institutions will be inducted in three complementary ways:

Firstly, you will be able to use the online discovery process to create your own ‘Stirling’ information system and student identity. This provides you with an email address, access to online systems (such as the library and the virtual learning environment (VLE)) and enables you to confirm your registration for the programme.

Secondly, a Stirling staff member along with local partner colleagues will welcome you at a series of events in the first week of study. During these induction events, the programme team will explain the operation of the Stirling programme in detail, covering topics such as the programme schedule, Stirling Student services, the online learning environment and how studying at an international centre will be similar or different to studying in Scotland. You will be able to ask as many questions as you like about your Stirling programme, or more generally the University of Stirling during the live induction events. This will enable you, with direct support from Stirling and local members of staff, to become familiar with the ‘Stirling’ approach to teaching, the style of materials and the virtual learning environment.

Thirdly, colleagues from Amity Singapore will introduce you to their facilities, ensuring that you fully understand the local regulations, infrastructure and operational approach.

**General Support:** Local partner institutions will provide you with further information about general support and guidance available in country.
Study Skills Support
Student Learning Services are committed to providing comprehensive guidance on all aspects of effective and efficient learning. The ultimate aim of the service is to enable you to make the most of your academic studies with the University and for you to become an independent, successful learner during your time with University. As you will study for your degree at a partner institution, you will have access to the online study skills support tools available via the VLE, Canvas.

More information can be found here: http://www.stir.ac.uk/campus-life/learning-support/student-learning-services/

Learning Resources
You can find out more about the resources available to support your learning here: http://www.stir.ac.uk/campus-life/learning-support/

Section 4 Programme Evaluation and Enhancement

METHODS FOR EVALUATING AND IMPROVING THE QUALITY AND STANDARDS OF TEACHING AND LEARNING

Module Evaluation
Module evaluations are carried out throughout the programme at the conclusion of a module and are an important way of getting student feedback on the modules we teach. We aim to evaluate every module we teach in every semester, and these evaluations are incorporated into the Annual programme Monitoring Review (APMR). You can find out more here: http://www.stir.ac.uk/registry/studentinformation/moduleevaluation/

Student/Staff Consultative Committees (SSCC)
Student/Staff Consultative Committees will meet twice per semester, and shall routinely address issues arising from student feedback on modules, the programme, as well as broader issues on academic policy.

Module Review
At the end of each semester, each Module Co-ordinator will complete a Module Review Form, which will highlight issue, how these were resolved, and areas of good practice.

Annual Programme Monitoring Review
Annual Programme Monitoring Review Forms will be completed at the end of each academic cycle. This is an opportunity for the Programme Director and the wider teaching team to review the programme. This includes a review of SSCCs minutes; feedback from the External Examiner; a review of all modules (strengths and areas of good practice, issues, responses); the range of assessment in the programme; the continuing appropriateness of the curriculum; adequacy of learning resources; quantity and quality of professional placements (if applicable); professional accreditation (if applicable); the effectiveness of changes implemented since the previous report; and outline any proposed changes for future cohorts.

Programme Review
Programmes are reviewed annually and on a 5 yearly cycle. You can get involved in a variety of different ways; by completing module evaluations, becoming a course representative and attending Student Staff Consultative Committees, or participating in the review process itself. You can find out more here: http://www.stir.ac.uk/academicpolicy/handbook/review-and-monitoring/

External Examiner(s) (To be added following Stage 2 approval)
Name of External Examiner: Professor Nicolas O’Regan
Institution: Bristol Business School, University of West England
**Section 5 My Future**

<table>
<thead>
<tr>
<th>WHAT KIND OF CAREER MIGHT I GO ON TO?</th>
</tr>
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<tbody>
<tr>
<td>Stirling MBA alumni are currently working in countries across the globe, including the UK, Germany, India, USA, Japan, China, Canada, Uganda, Chile, Australia and the United Arab Emirates to name but a few.</td>
</tr>
<tr>
<td>Employers of our graduates span the private, public and voluntary sectors. These include Citibank International, HSBC, KPMG, ExxonMobil, the Bank of China, L’Oreal, Barclays Bank, Adidas, Royal Bank of Canada, Vodafone as well as various governmental agencies.</td>
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</tbody>
</table>

How does this programme facilitate your development of the Graduate Attributes?

**Connected**
- with their discipline(s) knowledge, understanding and skills with a range of complex real world issues;
- with contributions from alumni, private, public and third sector to develop their employability skills;
- with knowledge, experiences and people providing different perspectives, to understand different cultures, beliefs and traditions; and
- work with one another as an inclusive learning community and with the wider community and communicate effectively through digital and other media.

**Innovative**
- through active and ethical research;
- through using the latest global research and new technologies to develop new understandings and creative solutions;
- through independent critical and reflective thinking; and
- through identifying opportunities to improve what they do and taking action.

**Transformative**
- through your intellectual, sporting and cultural passion and excellence;
- through sharing new perspectives and broadening your horizons;
- through being professional, adaptable and resilient and equipped to succeed in the global market place; and
- through being active global citizens who are socially, culturally and environmentally aware.
WHAT STUDY ABROAD OPPORTUNITIES ARE AVAILABLE?

n/a

WHAT PLACEMENT OPPORTUNITIES ARE AVAILABLE?

Placements aren’t a separate part of the taught curriculum on Stirling programmes. Instead, through project working and module assignments, we offer multiple opportunities to focus on managerial practice throughout the entire degree.

WHAT FURTHER STUDY OPTIONS ARE AVAILABLE TO ME?

What programmes of study could the student go on to after successfully completing this one?

Doctor of Business Administration
Doctor of Philosophy

WHAT OTHER INFORMATION DO I NEED TO KNOW?

The Stirling MBA is accredited by the Association of MBAs (AMBA), the international impartial authority on postgraduate business education. Established in 1967, AMBA aims to raise the profile of business education and the MBA qualification in the UK, Europe and the rest of the world.

Section 6 Admissions

HOW DO I ENTER THE PROGRAMME?

You’ll need a minimum of a second-class honours degree or an equivalent professional qualification. In addition, you must have a minimum of three years’ postgraduate managerial work experience. Applicants without formal qualifications are encouraged to apply if they can demonstrate significant managerial experience — normally a minimum of five years.

If English isn’t your first language, you must have one of these qualifications:

- IELTS: 6.5 with 5.5 minimum in each skill
- Cambridge Certificate of Proficiency in English (CPE): Grade C or above
- Cambridge Certificate of Advanced English (CAE): Grade B or above
- Pearson Test of English (Academic): 60 with 51 in each component
- IBT TOEFL: 90 with no subtest less than 17

More information on English language requirements

If you don’t meet the required score you may be able to register for one of our pre-sessional English courses. To register you must hold a conditional offer for your course and have an IELTS score 0.5 or 1.0 below the required standard. View our range of pre-sessional courses.