## Programme Specification ARO 034a

### Section 1 Key Facts

<table>
<thead>
<tr>
<th><strong>Awarding Body</strong></th>
<th>University of Stirling</th>
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<tbody>
<tr>
<td><strong>Partner Institution</strong></td>
<td>Amity, Singapore</td>
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<tr>
<td><strong>Programme Name</strong></td>
<td>MBA</td>
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<tr>
<td><strong>Award</strong> e.g. BSc (Hons), MA etc.</td>
<td>MBA</td>
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<td><strong>Faculty</strong></td>
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<td><strong>Division (if applicable)</strong></td>
<td>Centre for Advanced Management Education</td>
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<td><strong>UCAS Code</strong> (UG only)</td>
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<tr>
<td><strong>Mode of Study</strong></td>
<td>Full Time</td>
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<td><strong>Location/Method of Study</strong></td>
<td>On Campus – UK</td>
</tr>
<tr>
<td><strong>Admission Points</strong></td>
<td>September</td>
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<tr>
<td><strong>Length of Programme</strong></td>
<td>12 months</td>
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<td><strong>SCQF Level</strong></td>
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<tr>
<td><strong>Total Credit Value</strong></td>
<td>180</td>
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<td><strong>ECTS Credit Value</strong></td>
<td>90</td>
</tr>
<tr>
<td><strong>Relevant QAA Subject Benchmark</strong></td>
<td>Business and Management (2015)</td>
</tr>
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</table>
| **Professional Body Accreditation** (all relevant accreditations to be listed) | Name of accrediting body: AMBA  
Required for programme: No  
Date of Accreditation: 02/03/2016  
Date of Renewal: June 2018  
Name of accrediting body: Chartered Management Institute (CMI)  
Required for programme: No  
Date of Accreditation: 2013  
Date of Renewal: yearly |
| **Programme Director** | Professor George Burt |
| **Advisor of Studies** | Professor George Burt |
| **Programme Approved** | 1985 |
| **Last Updated** | |
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. 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 you 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.

Our close links with external organisations mean we can offer our MBA students regular site visits with senior executives and industry experts, many of whom are also involved in guest lectures and workshops. Students will also have the opportunity to undertake a three-month consultancy project with an external company.

Understanding the practices and processes of business in terms of inclusion, environmental, cultural, 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 skills to support 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 regularly engage with our students, 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 known worldwide, 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, interest 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?
Outline of the teaching methods and approach to be used on the programme.

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 in lectures, seminars, workshops, presentations and through practical case study exercises. Many modules on the MBA are complemented with the engagement of industry-specific experts and industry-site visits (where relevant). This helps you experience the reality of a module as it is being taught. By doing so we ensure that you make the theory-practice-theory connections.

WHAT TYPES OF ASSESSMENT AND FEEDBACK CAN I EXPECT?

Outline of the assessment methods and approach to be used on the programme.

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 research 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/

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 a student fails 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/

WHAT WILL I STUDY?

Year 1 - STIRLING

Total year 1 credit value = 180
Compulsory credits = 140
Option credits = 40

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>
<td>11</td>
</tr>
<tr>
<td>Strategy &amp; the International Environment</td>
<td>BUAP002</td>
<td>10</td>
<td>Autumn</td>
<td>11</td>
</tr>
<tr>
<td>Accounting &amp; Finance</td>
<td>BUAP003</td>
<td>10</td>
<td>Autumn</td>
<td>11</td>
</tr>
<tr>
<td>Managing the Human Resource</td>
<td>BUAP004</td>
<td>10</td>
<td>Autumn</td>
<td>11</td>
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Marketing Management  BUAP005 10  Autumn 11
Economics for Sustainable Business  BUAP006 10  Autumn 11
Operations Management  BUAP008 10  Spring 11
Strategy for Sustainable Success  BUAP012 10  Spring 11
Personal & Professional Development  BUAP014 10  Spring 11
Introduction to Research Methods  BUAP098 10  Spring 11
One of:
Dissertation  BUAP099 40  Summer 11
Consultancy Project  BUAP097 40  Summer 11

Option Modules – you must select 4 in total from:

<table>
<thead>
<tr>
<th>Module Title</th>
<th>Module Code</th>
<th>Credit</th>
<th>Semester</th>
<th>SCQF Level</th>
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<tr>
<td>One of:</td>
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<tr>
<td>Managing Change</td>
<td>BUAP007</td>
<td>10</td>
<td>Spring</td>
<td>11</td>
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<tr>
<td>Leadership and Responsible Business</td>
<td>BUAP010</td>
<td>10</td>
<td>Spring</td>
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<tr>
<td>One of:</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Managing Change</td>
<td>BUAP007</td>
<td>10</td>
<td>Spring</td>
<td>11</td>
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<tr>
<td>Business Analytics</td>
<td>BUAP018</td>
<td>10</td>
<td>Spring</td>
<td>11</td>
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<tr>
<td>Corporate Finance</td>
<td>FINP015</td>
<td>10</td>
<td>Spring</td>
<td>11</td>
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<td>One of:</td>
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<tr>
<td>New Venture Creation</td>
<td>BUAP015</td>
<td>10</td>
<td>Spring</td>
<td>11</td>
</tr>
<tr>
<td>Innovation Management</td>
<td>BUAP016</td>
<td>10</td>
<td>Spring</td>
<td>11</td>
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<tr>
<td>Business Consulting</td>
<td>BUAP020</td>
<td>10</td>
<td>Spring</td>
<td>11</td>
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<tr>
<td>Project Management</td>
<td>BUAP009</td>
<td>10</td>
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<tr>
<td>Mastering STEPs of Strategy</td>
<td>BUAP021</td>
<td>10</td>
<td>Spring</td>
<td>11</td>
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</table>

READING LIST

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

Please note that Core test books will be purchased for you.

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
Section 3 Student Support [PLEASE UPDATE AS NEEDED FOR THE STUDENT COHORT]

SUPPORT FOR STUDENT LEARNING

**Induction**
You will receive an induction during the first days of your programme. This includes a range of social events, information sessions and activities to help you orientate yourself at Stirling and access the services available to you. These are opportunities to meet staff and other students from across the university, in the Faculty and on the programme.

**Flying Start Leadership Programme**
The programme takes part in the wider SMS Flying Start Leadership programme. It’s exclusively for new students about to start one of our postgraduate courses. You take part in a wide range of group and individual activities, workshops and information sessions to help you prepare for the year ahead, and make the most of your time at the University of Stirling Management School.

The programme ensures that you:
• Discover more about the exciting period of learning ahead;
• Understand what is expected of you in your course;
• Get to know the teaching and support staff;
• Learn more about a diverse range of approaches to learning;
• Work as part of a successful team;
• Develop your personal goals for the year ahead;
• Activities range from practical skills – such as effective public speaking – to developing ways to work in groups with other students.

Study Skills Support

Student Learning Services (SLS) 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 at the University and for you to become an independent, successful learner during your time at the University of Stirling. This is facilitated through collaborative work with experienced tutors and by offering a variety of courses, workshops and tutorials.

All students, whatever stage of their academic studies, are welcome to use Student Learning Services.

However the service may be particularly beneficial:
• In your first two years of study.
• If you are making the transition from college to Higher Education.
• If you have been out of education for some time.

What SLS are able to do:
• Advise you on academic skills relevant to your studies at University.
• Help you consolidate your previous learning and develop new learning strategies.
• Advise on action-plans to potentially improve grades.
• Suggest practical solutions if you feel overwhelmed by assignment work.
• Help you gain confidence in the transition to Higher Education.

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

STEER

STEER is a University-wide peer support scheme linking in returning student "Captains" with new undergraduate or taught post-graduate "Crew" during their first year at Stirling.

The scheme aims to help you make the most of your time at the University, help new students - the Crew - settle in and realise the opportunities available to them. You can find out more information here: https://www.stirlingstudentsunion.com/representation/studentsupport/steer/

Stirling Graduate School

For Research Postgraduate Students the Stirling Graduate School as well as your own faculty will provide support. More information can be found here: http://www.stir.ac.uk/graduateschool/current-pg-students/skills-development/

Academic and Pastoral Support

Adviser of Studies: Advisers have an important role to play in enhancing your academic and personal development and are essential to ensuring you make the most of your time at university. Advisers provide a personalised point of contact for you to discuss academic concerns or queries within the academic community. The general purpose of the role is to provide more in-depth advice on the academic options available to you and on the academic policies and regulations within the University.

More information can be found here: http://www.stir.ac.uk/registry/advisers/

Personal Tutor: The role of a personal tutor is to help you feel part of the University community. They are a specific and consistent source of guidance, information and support for you throughout your studies. The tutor should be your first formal point of contact for general academic guidance and pastoral
Support and Wellbeing: At university you may face non-academic issues where you need some expert help or guidance. There are lots of ways we can help you in your day-to-day life at University. Student Support Services provide a range of high-quality services to assist you during the course of your studies, help prepare you for life after graduation. We aim to enhance the student experience and help you to get the most out of your time at University. More information can be found here: http://www.stir.ac.uk/campus-life/support-and-wellbeing/

Student Union: you can also access support through the Students’ Union, more information can be found here: https://www.stirlingstudentsunion.com/representation/studentsupport/

Accessibility and Inclusion (A&I)
A&I are committed to offering a service which is welcoming and supportive of the needs of all students. Our service takes into account the full range of needs you may have, in a wide variety of circumstances including - physical and mobility difficulties, sensory impairments, specific learning difficulties including dyslexia and autistic spectrum disorder as well as medical conditions and mental health difficulties. A&I can also support you if you have short-term, temporary impairments or other difficulties as a result of an accident, injury, illness or surgery. More information can be found here: http://www.stir.ac.uk/student-support/accessibility-&-inclusion-service/

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 each year 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. 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/](http://www.stir.ac.uk/academicpolicy/handbook/review-and-monitoring/)

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**External Examiner(s)** *(To be added following Stage 2 approval)*

Name of External Examiner: **Professor Nicolas O’Regan**

Institution: **Bristol Business School**

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**Section 5 My Future**

**WHAT KIND OF CAREER MIGHT I GO ON TO?**

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.

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.

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;
- 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;
- through identifying opportunities to improve what they do and taking action.

**Transformative**
- through their intellectual, sporting and cultural passion and excellence;
- through sharing new perspectives and broadening their horizons;
- through being professional, adaptable and resilient and equipped to succeed in the global market place;
- 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.

Our students have automatic student/affiliate membership of the Chartered Management Institute (CMI) and may also be awarded the Level 7 Strategic Management and Leadership Diploma (dependent on modules studied) upon completion of the programme, which will give you guaranteed full membership of the Institute upon graduation.

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.