Master in Business Administration: Innovation, Enterprise and Circular Economy (IECE MBA) distance learning programme specification

https://www.bradford.ac.uk/management/study/our-mba/

Academic Year:	2025/6
Academic Framework:	Higher Education Qualifications of UK Degree Awarding Bodies (FHEQ: QAA 2014)
Degree Awarding Body:	The University of Bradford
Faculty:	Management, Sciences and Engineering
Target Degree Award:	Master in Business Administration (MBA) IECE [FHEQ Level 7]
Interim/exit awards:	Postgraduate Diploma (PGD) Innovation, Enterprise and Circular Economy [FHEQ L7]
	Postgraduate Certificate (PGC) Innovation, Enterprise and Circular Economy [FHEQ L7]
Subject Benchmark:	Master's degrees in Business and Management (QAA 2023)
Programme Admission:	October, January, April, July
Programme Modes of Study:	Part time distance learning, 24-36 months

Provision of MBAs by the School of Management is internationally accredited by **AMBA** (the Association of MBAs), **AACSB** (the Association to Advance Collegiate Schools of Business), **BGA** (the Business Graduates Association) and **EQUIS** (European Quality Improvement System).

Please note: Information about this programme and its modules has been published in advance of the academic year to which it applies. Every effort has been made to ensure that the information is accurate at the time of publication, but changes may occur given the interval between publishing and commencement of teaching. Any change which impacts the terms and conditions of an applicant's offer will be communicated to them.

Minor Modification Schedule

1. September 2024: Refreshed programme published.
2. September 2025: Annual changes for 2025/26 including new academic regulations. Updated formatting, arrangement and links.

Overview

The Master in Business Administration: Innovation, Enterprise & Circular Economy (IECE MBA) aims to provide students with the knowledge and skills they will need as strategic leaders capable of responsible value generation and sustainable and transformative change in a global business.

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The Innovation, Enterprise and Circular Economy (IECE) MBA programme is for students who seek to want to challenge the 'Business as Usual' approach to production and consumption and learn innovative ways of value creation that have a positive impact on society and our planet. Students will explore leadership and management theory and its application to the real world. They will develop a broad knowledge and understanding of the core functional disciplines as recommended by our accrediting body, AMBA (for example, managing people, finance, decision-making, marketing, etc.); while these cores are critical to leadership at a senior level in all organisations, the IECE programme allows learners to focus their studies around a specialist interest in sustainability and circular economy.

The Bradford MBA programme also presents the opportunity for students to take an optional module on cross-cutting themes of sustainability, AI & the digital economy, and entrepreneurship, and explore how these topics can equip them with the skills to tackle the big issues of the day, and make a positive difference to society. While the IECE curriculum emphasises the topics of sustainability as its major theme, modules from the other themes may be studied as well.

At Bradford, we seek to contribute to solving key global challenges problems through providing responsible management & sustainability education that raises the career potential of participants. We capture this ethos in our purpose statement:

"Do well by doing good".

With this in mind, the vision for the MBA programme is that our graduates will be recognised for **leadership with inclusivity and sustainability at its core, resulting in positive impacts on the organisations and communities in which they work and live.** The content and delivery of modules reflect this purpose and vision.

Our IECE MBA equips you with the specialist management knowledge and tools to assess critical global and national trends. You'll learn what these trends mean for your business, region, supply chains, customers, and operations, and how to develop strategic and operational responses to global business transitions.

Delivered through technology enhanced distance learning, this Bradford MBA is aimed at mid-career managers who wish to enhance their managerial skillset and provide the flexibility to fit studies around busy schedules. The programme will facilitate career progression, be that within the participants' existing organisation, with a new employer or within a different sector, or as part of a new enterprise aligned to the learners' aspirations.

The approaches used to deliver the IECE MBA is unique to Bradford and has been tried, tested and improved over more than 25 years for the distance learning programmes, and almost 50 years for the executive MBA. Option modules allow the IECE MBA to be tailored to a particular desired career trajectory and can be used to create a concentration in core areas of strength in the school, particularly sustainability, artificial intelligence and the digital economy, and entrepreneurship and enterprise.

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The range of subject areas studied will enable the student to assess and find creative solutions to complex issues. Through developing critical thinking skills, the Innovation, Enterprise and Circular Economy MBA student will be able to appreciate and accommodate differing perspectives, and to challenge preconceptions, traditional functional boundaries and standard practices.

The programme will facilitate the development of key personal skills including: the ability to communicate solutions to complex scenarios and challenges in a logical and coherent manner and the development of strategic, ethical leadership skills allowing implementation of solutions and transformational change effectively and efficiently.

Throughout the IECE MBA, students will be expected to combine the academic insights gained from the programme with current and previous managerial experience, thereby grounding newly acquired knowledge within their professional experience. This does not necessarily happen in a linear way: Taking part in the programme will require you to reflect on and learn from the experiences of others, through engagement and collaboration with your peers at many stages in the programme; as such, learners will be in a strong position to integrate the new knowledge attained with past experience (be that work or non-work), and apply it to new situations

The programme contains enhancements that are critical to the distinctiveness and reputation of the programme, such as:

1. Association with B-Academics, a global organisation committed to research, learning and teaching the helps business to become a force for good. Membership allowed students to engage with international resources, groups and individuals who are committed to achieving the UN Sustainable Development Goals (SDGs), and is a route to understanding how organisations can be recognised for playing their own part in achieving the SDGs.

2. Access to a worldwide network of managers, job opportunities, and internationally recognised leaders through an active MBA alumni community, student membership of the Project Management Institute and AMBA and BGA membership.

3. An accredited series of Continued Professional Development (CPD) activities and careers support, available to free to MBA graduates for 5 years after graduation and beyond.

4. International networking events via the MBA Summit/International Summer School in Bradford, in-person options, and modules delivered by overseas partners.

5. Access to worldclass learning materials, including case studies, simulations, and commercial enterprise software.

6. Embedded training for globally recognised qualifications into the curriculum, for example the Google Digital Leader certificate, and Project Management Institute qualifications (There may be additional costs to undertake examinations with external providers to gain additional CPD certification).

On satisfactory completion of this programme students will be eligible for the MBA degree in Innovation, Enterprise and Circular Economy.

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Core modules for the IECE MBA is delivered through our Distance Learning programme which is accessible to a world-wide audience. The programme makes significant use of professionally developed materials which students access via the Virtual Learning Environment (VLE). The universal accessibility of the resources means students are able to continue to learn at a time, place and pace to suit their individual needs. These online resources are accompanied by collaborative and participative methodologies. For each module studied there is a requirement to attend a limited number of live online tutorials and engage in further online debate and discussion with fellow students and tutors using carefully selected technologies. Students are also given the option to attend selected modules in person at suitable venues.

Programme Aims and Learning Outcomes

The Innovation, Enterprise and Circular Economy MBA programme is intended to:

- Develop management professionals with confidence in their critical understanding of key management theories and practice, and the importance of a systematic and balanced application of that understanding to the real world.
- Empower students with critical thinking and problem-solving skills. This will equip them to tackle complex situations and problems effectively. They will learn to identify the important factors involved, organise the information they gather, and analyse their findings to make informed decisions and choose the best solutions.
- Foster leaders who are keenly aware of the complex challenges organisations face in today's ever-changing world. They will understand how these issues are interconnected and will be equipped with the knowledge, skills, and abilities to make ethical, sustainable, and responsible decisions that contribute to best practices in management.
- Develop the mindset and skills that place life-long learning and continuous professional development at the heart of their career, and as such, enhance their ability to contribute positively to business, the wider community and the individuals that live and work within them.
- Develop individuals with a comprehensive understanding of how to organise, conduct and disseminate organisational investigations in the area of business and management, such that they are able to facilitate real, meaningful improvements as a result of their work.
- Advance systems thinking skills and ability to navigate complexity and uncertainty with confidence and sensitivity to transform organisations and complex adaptive systems through innovative and collaborative approaches.

Upon successful completion of the MBA, students will be able to:

1. **LO1: Master the Business Landscape:** This means understanding core management theories and research, including current issues and trends, and includes analysing business challenges in domestic and global contexts, drawing on academic and practical insights.

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2. **LO2: Become a Decision-Making Expert:** This means applying key business concepts, frameworks, and tools to solve problems and make informed decisions, using data analytics and technology to support your reasoning effectively.

3. **LO3: Navigate Uncertainty with Confidence:** This means proactively tackling complex business problems with limited information and changing circumstances, leading to the development of independent solutions and taking ownership of their outcomes.

4. **LO4: Lead with Impact and Collaboration:** This means adapting to new situations and creatively solve problems individually and collaboratively, inspiring and motivating others as an ethical leader in diverse contexts.

5. **LO5: Champion Sustainability:** This means integrating sustainability principles into business decisions, considering environmental, social, and economic factors, and demonstrating a personal commitment to responsible business practices.

6. **LO6: Commit to Lifelong Learning:** This means identifying your professional development needs and actively pursue knowledge and skill enhancement, while staying updated on industry trends and maintaining your competitive edge.

7. **LO7: Conduct Research and Present Findings Proficiently:** This means designing effective research strategies to gather relevant data for business cases and communicating your findings clearly and persuasively to various audiences.

8. **LO8: Champion Circular Economy & Systems Thinking:** Understand and apply the principles of circular economy thinking in a business context. Recognize the interconnectedness of sustainable development goals and incorporate them into business strategies and practices. This includes understanding how to transition towards a circular economy, and the role businesses play in promoting sustainable development.

External Frameworks

The MBA programme development has been informed by:

- The work of the **Ellen MacArthur Foundation**, a global charity and professional network dedicated to accelerating the transition towards the circular economy. We are proud that the University of Bradford School of Management launched the world's first Circular Economy MBA originally in partnership with the EMF. **https://www.ellenmacarthurfoundation.org/**
- **MBA Accreditation Criteria (2022)** by the Association of MBAs, defining the culture and vision of an MBA as a "unique learning experience… delivered in a highly collaborative environment in a range of modes… design to develop holistic, innovative and responsible leaders who will have a positive impact on organisations and society, through the enhancement of knowledge, skills and values required to succeed in complex, ambiguous and diverse environments": **associationofmbas.com/business-schools/accreditation**

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- **Senior Leader standard (2023)** by the UK Institute for Apprenticeships and Technical Education: a wide range of UK employers in the public and private sectors contributed to the attributes expected of directors and C-suite roles. Our MBA's content and learning outcomes are informed by the knowledge, skills and behaviours set out in this occupational standard. https://skillsengland.education.gov.uk/apprenticeships/st0480-v1-2

  Masters Degrees in Business and Management (2023) by the UK Quality Assurance Agency for Higher Education: this Subject Benchmark Statement sets out the generalist and career-development pedagogical aims of a 'Type 2' UK management programme such as an MBA. Alignment to this standard means you can be sure that our MBA is academically comparable with other MBAs taught by UK and European providers. https://www.qaa.ac.uk/the-quality-code/subject-benchmark-statements/subject-benchmark-statement-business-and-management

Programme Structure

The Innovation, Enterprise and Circular Economy MBA programme is structured around 4 x core modules of 20 credits each and 2 x core modules of 10 credits each. When selecting option modules totalling 40 credits, students can further develop their chosen theme or select from a wider variety of subjects. The option modules can be studied either distance learning or face to face (executive) (whatever the venue) to customise the degree. The MBA is completed with a 40 credit Management Project, in total 180 credits that are required for a Master's degree. This has been customised to meet the needs of the programme, and to suit part-time study.

One of the major factors influencing this approach is an appreciation that the MBA student body is not homogenous. The design of the programme is heavily influenced by the nature of our MBA students, i.e. typically, they are in full-time employment, with significant managerial responsibility, are mature, independent learners, and as such, are studying part-time. Flexibility within their career development activities is considered highly desirable, and the structure of the programme has been created to address this issue. In addition, the design of the MBA facilitates meeting the conditions and recommendations of our accrediting body (AMBA) and allows us to deploy pedagogic approaches that are consistent with the Bradford Curriculum, enhancing the overall learning experience.

This is achieved through:

1. **Compact MBA** – Core (20 credit) module teaching will take place over 8 weeks, with a further week for completion of assessment; the MBA has 4 study periods and as such, a 4 week gap is created in which students can either take a term-time break from their studies, or accelerate their studies by taking a short, 10 credit option in between core modules.

2. **40 Credit Management Project** – this creates an expectation of a precise, focused, applied piece of research work that aligns with industry expectations and adds value to an organisation, the student, or to knowledge of a topic more generally.

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3. **Core Skills modules** – these link the core aims of the programme to the various disciplines within it, and to encourage a reflective, skills-based approach to the MBA overall. They will be delivered throughout the year, at the students' own pace, and will relate to their individual needs.

4. **Specialist Themes** – clusters of modules that centre on Applied Artificial Intelligence, Entrepreneurship, and Sustainability; these will allow the School to leverage, and showcase, its strong reputation in these areas. The IECE MBA is the flagship programme for the Sustainability cluster.

5. **Focus on interaction and engagement** – multiple and regular opportunities for students to interact, share their knowledge and explore their development needs will be created in all modules, be they face to face, or online. The classroom will be welcoming, interactive, and engaged, with a meaningful presence from all participants (i.e. cameras on, more that 9 students, and minimum of 70% attendance).

Study Modes: Distance Learning, Executive Face-to-Face and Hybrid

The Innovation, Enterprise and Circular Economy MBA is predominantly taught online - **Distance Learning**, and students can complete their option modules in this mode of study, or they can opt to study the option modules, face to face **(executive)** at our Dubai campus over a week or via short **HYBRID** modules which brings together students online and face to face. Hybrid modules are short, intensive, executive-style 10 credit modules in the 4-week gap between modules in both year 1 & 2.

Where students attend face-to-face modules (whatever the venue), there will normally be no additional charge for teaching and assessment. However, please note that the cost of student travel, accommodation and associated expenses must be met by the student. Additional charges may be levied for non-core events, such as the Summit, study tours, networking events, celebration events etc. These costs will be made clear before students elect to attend.

Study Periods

To realise this design, the Bradford MBAs operate four study periods within the University of Bradford's three term structure:

Table 1: MBA Study Periods

MBA Study Period	Month Start and End	Transcript code
October – 1	October to December	SEM1
January – 2	January to March	SEM2
April – 3	April to June	NSYR
July – 4	July to September	SEM3

In operational terms, students begin their programme at any one of 4 dates throughout the year (January, April, July, and October), and join one of the 20 credit modules on a carousel. Each subsequent study period, students will study 20 credits and in study period 4, IECE students will

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select the Specialist Theme core module; there are no prerequisites for any module delivered in Year 1.

Typically, there will be a gap of 4 weeks between submitting the assessment for one module and the beginning of the next. This allows students time to reflect on their learning, read, and catchup on work and family life.

A 10 credit Personal Leaderships Skills and Practice (PLSP) module runs throughout the year, completed at the learners' own pace and populated with a range of tutor-curated learning experiences aimed at addressing self-identified skills gaps. Students who join the MBA in October or January will study this module from January until January the following year and students that join the MBA in April or July will study this module from July until July the following year.

Curriculum

IECE MBA Year 1 (FHEQ Level 7 Modules)

All Innovation, Enterprise and Circular Economy MBA students study 90 shared core credits from the MBA module catalogue.

Table 2: IECE MBA Year 1 Modules Table (shared and specialist theme core)

Mod. Code	Module Title	Credit	Duration	Period
AFE7036-B	Accounting & Economics for Decision Making	20	9 weeks	1
MAR7021-B	Marketing, Branding and Organisational Strategy	20	9 weeks	2
HRM7028-B	Leadership for Transformational Change	20	9 weeks	3
OIM7042-B	Circular Economy: Principles and Strategies (DL)	20	9 weeks	4
MAL7046-A	Personal Leadership Skills and Practice (PSLP) (DL)	10	Full year	2 or 4

Please note: Durations listed in year 1 are for distance learning (DL) delivery.

Attainable Awards after Year 1

Normally, having completed PLSP and the other 80 credits in approximately 1 year, students move on to Year 2. Students who exit the programme with 60 credits completed will be eligible for the FHEQ Level 7 Postgraduate Certificate award.

IECE MBA Year 2 (FHEQ Level 7 Core Modules)

In Year 2 of the Innovation, Enterprise and Circular Economy MBA, students take 30 credits from the sustainability and circular economy specialist theme, in addition to a second 10 credit skills module, Executive Development & Research Skills, that will prepare learners for the capstone 40 credit Management Project module. IECE MBA students select any available option from the MBA module catalogue for the final 10 credits of their programme. Available MBA Year 2 options are listed in Table 4.

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Table 3: IECE MBA Year 2 Core Modules Table

Mod. Code	Module Title	Credit	Duration	Year 2 Study Period
OIM7021-A	Diversity, Scale and Development (DL)	10	5 weeks	2
EAE7017-A	Responsible Innovation (DL)	10	5 weeks	3
OIM7041-A	Design for Circularity (DL)	10	5 weeks	4
MAL7047-A	Executive Development & Research Skills (EDRS) (DL)	10	6 months	Start in 2 or 4
MAL7048-D	Management Project	40	6-9 months	After completing EDRS

IECE MBA Year 2 (FHEQ Level 7 Option Module)

Select 10 credits from the MBA Module Catalogue, by your chosen study mode - on this programme, this is online distance learning unless you elect to study a module available at our campuses in Dubai or Bradford.

Table 4: MBA Year 2 Option Modules Table

Mod. Code	Mod. Title	Credit	Study Mode	Duration	Period
OIM7050-A	Project Management	10	Distance	5 weeks	1
OIM7049-A	Project Management	10	Executive	1 week	1
AFE7040-A	Corporate Finance and Venture Funding	10	Distance	5 weeks	1
AFE7041-A	Corporate Finance and Venture Funding	10	Executive	1 week	1
OIM7040-A	Global Supply Chain Management	10	Distance	5 weeks	1
OIM7007-A	Global Supply Chain Management	10	Executive	1 week	1
MAR7023-A	Contemporary Marketing Communications	10	Distance	5 weeks	2
MAR7022-A	Contemporary Marketing Communications	10	Executive	1 week	2
OIM7038-A	Management Consulting	10	Distance	5 weeks	2
OIM7012-A	Management Consulting	10	Executive	1 week	2
OIM7053-A	Organisational Sustainability in Practice	10	HYBRID DL	1 week	2
OIM7052-A	Organisational Sustainability in Practice	10	Executive	1 week	2
OIM7039-A	Digital Health and Informatics	10	Distance	5 weeks	3
OIM7051-A	Data Visualisation for Business Leaders	10	Distance	5 weeks	3
OIM7056-A	Data Visualisation for Business Leaders	10	Executive	1 week	3
OIM7055-A	AI for Organisations	10	HYBRID DL	1 week	3
OIM7054-A	AI for Organisations	10	Executive	1 week	3
SIB7019-A	Contemporary Issues in Global Business	10	Distance	5 weeks	4
SIB7020-A	Contemporary Issues in Global Business	10	Executive	1 week	4
HRM7030-A	Organisational Agility	10	HYBRID DL	1 week	4
HRM7031-A	Organisational Agility	10	Executive	1 week	4

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Please note: Some optional modules are only available via distance learning delivery, as indicated above. Option modules are offered subject to minimum student numbers and staffing. You are strongly advised to confirm your study plans with the MBA Operations Team before arranging any travel and accommodation.

Attainable Awards after Year 2

On completing 180 credits and the award learning outcomes, students will be eligible for the target FHEQ Level 7 Degree award of Master in Business Administration in Innovation, Enterprise and Circular Economy.

Students who exit with 120 credits completed will be eligible for the FHEQ Level 7 Postgraduate Diploma award.

Elective study opportunities for 2025/2026

As detailed above, Innovation, Enterprise and Circular Economy students can elect to study their option modules alongside the Dubai or Bradford cohorts in person. This section lists when taught blocks will be delivered in each of the MBA study periods over this academic year.

While no financial support is provided to attend in Dubai, a limited number of £500 travel bursaries are available to attend modules taught in Bradford. The bursaries can be secured on a competitive application basis, and students who are successful can use the funds to contribute towards travel and accommodation costs. Speak to the MBA team for more information about how to apply for these bursaries by emailing: **study@mba.bradford.ac.uk**

MBA Study Period 1 (October 2025 to December 2025)

- 17-19 October in Dubai: AFE7041-A Corporate Finance and Venture Funding
- 7-9 November in Dubai: OIM7007-A Global Supply Chain Management

MBA Study Period 2 (January 2026 to March 2026)

- 6-8 February in Dubai: OIM7012-A Management Consulting
- 20-22 February in Dubai: OIM7049-A Project Management
- 20-22 March in Dubai: OIM7052-A Organisational Sustainability in Practice (Executive)
- 20-22 March in Bradford: OIM7053-A Organisational Sustainability in Practice (Hybrid DL)

MBA Study Period 3 (April 2026 to June 2026)

- 1-3 May in Dubai: OIM7056-A Data Visualisation for Business Leaders
- 15-17 May in Dubai: SIB7020-A Contemporary Issues In International Business
- 13-15 June in Dubai: MAR7022-A Contemporary Marketing Communications

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- 19-21 June in Dubai: HRM7031-A Organisational Agility (Executive)
- 19-21 June in Bradford: HRM7030-A Organisational Agility (Hybrid DL)

MBA Study Period 4 (July 2026 to September 2026)

- 11-13 September in Dubai: OIM7055-A Artificial Intelligence for Organisations (Hybrid DL)

Learning, Teaching and Assessment Strategy

Learning and Teaching

The Innovation, Enterprise and Circular Economy MBA is designed to provide a cohesive learning journey through our core modules and exposure to our strengths in sustainability, digital technology and AI and Entrepreneurship. We welcome and value all students by encouraging diversity, equality and inclusion in our teaching and enabling access through different modes of delivery and timings of tutorials.

The MBA is designed to help learners achieve their career goals regardless of starting point, personal circumstance, culture or context and promotes customisability of their learning, through choice and flexibility. It offers a range of skills development opportunities, Options and pathways, while our virtual learning environment is adapted to meet the needs of diverse students.

The IECE MBA programme is designed to resonate with the Bradford Curriculum, an approach to learning that aims to instil in students a passion for becoming the ones who will make a difference in the workplace, as highly effective employees and entrepreneurs, and enterprising citizens.

As such, students enjoy the benefits of:

- **Programme-centric learning** – through dedicated long thin modules, that require students to link their learning to the programme and personal goals, and through ‘touchpoints’ within all modules to the core themes of the Bradford MBA; all students receive customisable training on business critical skills in personal and professional development, building confidence, critical thinking, and a commitment to continued professional development. Progress towards a credible skills profile is measured and assessed a using a Skills Balanced Scorecard.
- **Liberated learning** – through access to hybrid, online and in-person options, customisation of the course through options, allowing access through agreed and/or multiple timings of tutorials, and accessibility through the Canvas VLE which is designed to assist with certain disabilities. Our recruitment patterns confirm a highly diverse cohort, and we provide additional skills development in terms of soft skills, presentations, group or team work etc. Global case studies are used in a range of modules, promoting a recognition of the importance of understanding the context in which management is practiced, as much an understanding of the managerial actions themselves.

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- **Research-engaged learning –** through case studies, simulations, industry speakers, team-based experiential learning and discussion. Many assessments require students to investigate and interpret theoretical concepts in terms that relate to their own context, needs, and experience, and require creativity combined with coherent thinking to apply research-led teaching to authentic organisational issues.
- **Future-focused learning** – through the provision of our new and evolving pathways and modules, our commitment to use of cutting-edge technology, and our requirement of staff to provide research-led, practice-focused learning materials. These tools and approaches create a stimulating, progressive yet safe environment in which learners can challenge perceived wisdom, and co-create new knowledge and understanding.

The MBA aims to enhance both professional and personal development and stimulate active and collaborative participation and experiential learning through a variety of methods including case studies, simulations, industry speakers and group discussions.

Distance Learning Innovation, Enterprise and Circular Economy MBA

Distance Learning students will gain a sound insight into each subject studied through the module study materials. A deeper understanding of each subject will be gained by consulting further resources e.g. textbook and journal readings, professionally produced audio and film resources and formative MCQs and other tasks. All of these resources are accessed via the VLE.

A key element of the IECE MBA involves the development of interpersonal skills and the provision of opportunities to work and learn collaboratively with fellow students and/or academics. On the Distance Learning programme these opportunities are available through the allocation of an individual module tutor to help guide the students learning; a variety of live online tutorials; various discussion forums, group activities, and the provision of written feedback on a series of formative tasks. The nature of the collaborative activities will vary, though typically students may be required to engage as a group, develop and discuss a case(s)/scenario/simulation and provide solutions based on sound analysis and logical argument using information from varying sources. Constructive feedback will be provided by peers and the module leader/tutor.

Interaction and engagement are also made possible through the opportunity to attend block modules in Bradford and Dubai (typically delivered over 3 days), and hybrid classrooms will be used on selected modules to help to build a sense of community and belonging across the programmes.

The detailed materials provided for each module coupled with the collaborative opportunities and the students own managerial experiences will provide a holistic insight into how the varying elements that make up the Bradford MBA programme contribute to the programme goals and connect with one another.

The MBA timetable is designed to maximise access at appropriate times and days through the week to accommodate our global reach and students' lifestyles, and a compressed delivery pattern provides students the opportunity to pause, reflect, and recover between modules if required. At the

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same time, the opportunity to progress quickly with intensive, short modules also exists. 20-credit modules will be taught over 9 weeks while 10-credit modules will be taught over 5 weeks.

Assessment Strategy

Given the applied nature of the Innovation, Enterprise and Circular Economy MBA, all assessments seek to balance the desire to address real problems in real organisations with the need for academic underpinning of knowledge and processes that are used to inform student responses, and in doing so, meet the programme Learning Outcomes; an approach to assessment design has been adopted that reduces the risk of inappropriate use of technology, for example, through use of presentations, personal reflections on shared experiences, application to live case studies (see below) etc, and typically require students to present their responses in formats that reflect the tasks and behaviours of senior leadership roles, more so than traditional essays and examinations; assessments are tailored to align with the developmental needs of those who aspire to, or are already performing, senior leadership roles.

As such, a blend of assessment methods will be used. These will focus on enabling students to produce work that:

- reflects on their own practice, informing their own career development and facilitating a commitment to lifelong learning (LO6), while developing an ability to lead with impact and through collaboration with colleagues (LO4, LO8);
- produces actionable plans and advice for their organisations to solve their problems, showing mastery of the Business Landscape (LO1), decision-making expertise (LO2), Circular Economy applications (LO8) and an ability to research and present findings (LO7)
- considers the impact of their recommendations on the key challenges facing wider society, particularly climate change, and income inequality (LO5, LO8).

Formative assessments are used to build and confirm progress through the modules, and to prepare students for summative assessments, thus reducing the anxiety over end-of-module assessment deadlines.

This strategy manifests in a range of assessment methods including - online MCQs, individual and group assignments, reflective personal reports, multimedia presentations, online collaboration and discussion and viva voce, and occasionally, formal examination. The assessment strategies adopted will ensure the programme learning outcomes are met. For example, examinations and online MCQs will allow the student to demonstrate an understanding of the concepts, constructs and frameworks whilst individual assignments will require them to use their own initiative, solve problems and present solutions to contemporary business issues.

All written assignments are submitted for evaluation through Turnitin which is a facility within the institutional VLE. Turnitin provides a means of checking that work meets the standards of scholarship expected of students of the University of Bradford, and is the mechanism by which marks and feedback will be provided. Assessments will be designed to minimise the inappropriate use of AI.

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All assessment tariffs, evaluation criteria, pass marks and marking scales comply with the University of Bradford's guidance and policies governing assessment.

The Bradford Executive MBA and Distance Learning MBA (including the Innovation, Enterprise and Circular Economy MBA) programmes assess each module individually, using identical methods where possible. The assessment strategy adopted will differ between modules depending on the nature the module's learning outcomes. The assessment will typically require students to demonstrate an understanding of key managerial theories and concepts. Further, they will be required to demonstrate an ability to apply critically and creatively the various theories and frameworks to organisations and/or case-based scenarios.

Regulations

This programme follows the Regulation 9: Postgraduate Taught Assessment, Continuation and Award regulations published on the University's website: **https://www.bradford.ac.uk/regulations**

Admissions Requirements

The University welcomes applications from all prospective students; most important in the decision to offer a place is our assessment of a candidate's potential to benefit from their studies, to contribute to the development of their peers, and of their ability to succeed on this programme. Consideration of applications will be based on a combination of formal academic qualifications and other relevant experience.

If you'd like a quick view on your suitability and eligibility for The Bradford MBA before you complete a full application, simply send us your CV and we'll get back to you as soon as possible. Please email it to study@mba.bradford.ac.uk

Please note: GMAT scores vary between countries, so all applications are individually assessed to national norms.

An acceptable profile of an applicant with formal academic qualifications would be:

- At least 3 years postgraduate work experience including experience in a supervisory, managerial or business capacity; evidence of numeracy and literacy competences, e.g. a satisfactory GMAT, which is valid for the year of entry; a good first degree or equivalent overseas qualification from a recognised institution, and; an approved test in English, if English is not the applicant's first language.

An acceptable profile of an applicant with recognised professional qualifications would be:

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- At least 5 years work experience in a professional capacity, post qualification; evidence of numeracy and literacy competences, e.g. a satisfactory GMAT, which is valid for the year of entry, and; an approved test in English, if English is not the applicant's first language.

Applications are welcome from students with non-standard qualifications or mature students (those over 26 years of age on entry) with significant relevant experience. An acceptable profile of an applicant without formal academic or professional qualifications would be:

- Significant managerial or business leadership experience (normally 8 years); evidence of numeracy and literacy competences, e.g. a satisfactory GMAT, which is valid for the year of entry; an academic recommendation based on a one-to-one Interview, and; an approved test in English, if English is not the applicant's first language.

Information in this document is for the contemporary recruitment cycle and was accurate at time of publication. The current tariff and accepted qualifications for entry onto the programme is published at the online course page: **bradford.ac.uk/courses/pg/innovation-enterprise-and-circular-economy/**

The University has a set of terms and conditions for all students accepting an offer to study on a course here at Bradford. This is called the Student Contract. This document sets out the Terms and Conditions which apply when you accept an offer of a place on a programme of study at the University of Bradford. View our Student Contract for further details: **https://www.bradford.ac.uk/student-contract/**

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