

MBA Programme Academic Report 2017/18

This report is to be completed by the relevant Academic Director and Programme Director.

In order to complete the report, please find attached:

- Core Course Outlines
- Previous Faculty Advisor Report and Action Points
- QAA Framework for Higher Education Qualifications
- QAA Subject Benchmark Statements

Year of Review	<i>2017-18</i>
Programme	<i>MBA Programme</i>
Academic Director	<i>Professor Bruce Hardie</i>
Programme Director	<i>Barbara Miller Manzanares</i>

Overview of Core Courses			
Course Title	Credit	Grading (i.e. Pass/Fail or letter)	Degree/ Programme Requirement
Online Accounting pre-course	0	N/A	P
Online Data Analytics pre-course	0	N/A	P
Understanding General Management (UGM)	5	P/F	D
Global Leadership Assessment for Managers (GLAM)	5	P/F	P
Data Analytics for Managers	5	Letter	D
Managing Responsibly	5	Letter	D
Microeconomics for Managers	5	Letter	D
Macroeconomics for Managers	5	Letter	D
Accounting	10	Letter	D
Finance I	10	Letter	D
Strategy	10	Letter	D
Operations Management	5	Letter	D
Managing Organisational Behaviour	10	Letter	D
Marketing	10	Letter	D
Assessing Performance for Strategy Execution	5	Letter	D
Financial Reporting for Today's Economy	5	Letter	D
Business Analytics	10	Letter	D
Finance II	10	Letter	D
LondonCAP	5	Letter	D
Global Economic Analysis	5	Letter	D
Customer and Market Insights	5	Letter	D
Marketing Planning Under Competition	5	Letter	D
Strategic Economic Analysis	5	Letter	D
Developing Entrepreneurial Opportunities	5	Letter	D
Digital Strategy	5	Letter	D
Value Chain Management	5	Letter	D

Global Business Experience	10	Letter	P
Capstone	0	P/F	P
Leadership Launch	10	P/F	P

STATISTICAL INFORMATION			
Programme Admissions Information			
	2017/18	2018/19	2019/20
	MBA2019	MBA2020	MBA2021
Target	430	480	490
Intake	431	485	n/a

Completion Data			
	2017/18	2018/19	2019/20
	MBA2018	MBA2019	MBA2020
No of completed students	411	n/a	n/a
No. of extenders <i>(students expected to complete after 21mth graduation point for that year)</i>	9	n/a	n/a
No. of additions <i>(students joining from previous classes to complete their studies)</i>	n/a	2	n/a
No. of Interruption of Studies	4	1	n/a
No of withdrawals	2	1	n/a
Total	426	n/a	n/a

Reason for Withdrawal			
	2017/18	2018/19	2019/20
Academic failure	1		
Ill health			
Unknown		1	
Other	1		
Total	2	1	n/a

Grading Range Data <i>See appended data (appendix 1)</i>
Course Failure Data <i>See appended data (appendix 2 and 3)</i>
Comments on the above E.g. Any significant trends/concerns/positive/general observations?
The MBA2019 programme implemented a number of changes as a result of the pre-programme review in 2016-17. Some of the changes that were implemented included splitting and consolidating some core courses, the addition of a “tailored” core portfolio of courses including an experiential consulting course (LondonCAP) to replace the London Business Experience, the development of LBS content for the online pre-courses, the streamlining of contact hours per term, the removal of the Language Exit Requirement (LER) and the addition of languages as an optional programme

component. In addition to these changes the course credit framework was also changed to ensure new academic course credits aligned more closely with contact hours and course duration.

These changes were well received by the class, with students enrolling on over 2600 places on 44 streams of 12 tailored core courses including 299 students enrolling on LondonCAP and over half the class signing up for optional language classes. The student overall level of student satisfaction on both the MBA programme and with the School in general increased to the highest level in over 8 years.

COURSE EVALUATIONS				
Reflecting on Previous Academic Year				
Course Title	Understanding General Management (UGM)	Credit	5	
Name of Lecturer(s)	D. Crilly, c. Magelssen, M. Bikard			
1a. Have there been any updates to the curriculum/learning outcomes for this course?	Yes		No	✓
1b. If yes, please comment on what these were: N/A				
2a. Have there been any updates to the assessment for this course?	Yes		No	✓
2b. If yes, please comment on what these were: N/A				
3. Please evaluate the course against the following criteria:				
(It may be useful to refer to the attached Subject Benchmark Statement and the QAA Framework for Higher Education Qualifications if required)				
a. Do the course's stated aims and intended learning outcomes remain appropriate?	Yes	✓	No	
b. Is the course effective in meeting its stated aims and learning outcomes?	Yes	✓	No	
c. Are the assessment instruments selected appropriate?	Yes	✓	No	
d. Does the assessment strategy remain appropriate for a variety of learners?	Yes	✓	No	
e. Is the module contributing fully to specialist and generic skills development?	Yes	✓	No	
f. Are you satisfied that the course overall is of '7'-level standard*?	Yes	✓	No	
4. Where you have answered 'no' to question 3, please identify any corrective action:				
N/A				
5. Are there any additional comments you would like to make on this course? (e.g. aspects of good practice):				

COURSE EVALUATIONS				
Reflecting on Previous Academic Year				
Course Title	Global Leadership Assessment for Managers (GLAM)	Credit	5	
Name of Lecturer(s)	A.Rattan, R.Peterson			
1a. Have there been any updates to the curriculum/learning outcomes for this course?	Yes		No	✓
1b. If yes, please comment on what these were: N/A				
2a. Have there been any updates to the assessment for this course?	Yes		No	✓
2b. If yes, please comment on what these were: N/A				

3. Please evaluate the course against the following criteria:				
(It may be useful to refer to the attached Subject Benchmark Statement and the QAA Framework for Higher Education Qualifications if required)				
a. Do the course's stated aims and intended learning outcomes remain appropriate?	Yes	✓	No	
b. Is the course effective in meeting its stated aims and learning outcomes?	Yes	✓	No	
c. Are the assessment instruments selected appropriate?	Yes	✓	No	
d. Does the assessment strategy remain appropriate for a variety of learners?	Yes	✓	No	
e. Is the module contributing fully to specialist and generic skills development?	Yes	✓	No	
f. Are you satisfied that the course overall is of '7'-level standard*?	Yes	✓	No	
4. Where you have answered 'no' to question 3, please identify any corrective action:				
N/A				
5. Are there any additional comments you would like to make on this course? (e.g. aspects of good practice):				

COURSE EVALUATIONS				
Reflecting on Previous Academic Year				
Course Title	Data Analytics for Managers	Credit	5	
Name of Lecturer(s)	V. Kostami, S. Alex Yang			
1a. Have there been any updates to the curriculum/learning outcomes for this course?	Yes		No	✓
1b. If yes, please comment on what these were: N/A				
2a. Have there been any updates to the assessment for this course?	Yes		No	✓
2b. If yes, please comment on what these were: N/A				
3. Please evaluate the course against the following criteria:				
(It may be useful to refer to the attached Subject Benchmark Statement and the QAA Framework for Higher Education Qualifications if required)				
a. Do the course's stated aims and intended learning outcomes remain appropriate?	Yes	✓	No	
b. Is the course effective in meeting its stated aims and learning outcomes?	Yes	✓	No	
c. Are the assessment instruments selected appropriate?	Yes	✓	No	
d. Does the assessment strategy remain appropriate for a variety of learners?	Yes	✓	No	
e. Is the module contributing fully to specialist and generic skills development?	Yes	✓	No	
f. Are you satisfied that the course overall is of '7'-level standard*?	Yes	✓	No	
4. Where you have answered 'no' to question 3, please identify any corrective action:				
N/A				
5. Are there any additional comments you would like to make on this course? (e.g. aspects of good practice):				

COURSE EVALUATIONS				
Reflecting on Previous Academic Year				

Course Title	Managing Responsibly: Ethics in Work, Organisations, and Society	Credit	5
Name of Lecturer(s)	D. Efron, I. Ioannou, N. Savva, A. Likierman, E. Papaioannou		
1a. Have there been any updates to the curriculum/learning outcomes for this course?	Yes	✓	No
1b. If yes, please comment on what these were: This is a new inter-disciplinary course incorporating a number of different subject areas across the school that aims to help students develop tools for engaging with ethical issues in business contexts, and understand both the risks as well as the opportunities that arise for business because of the shifting socio-environmental landscape and the increasing and diverse stakeholder demands and expectations placed upon it.			
2a. Have there been any updates to the assessment for this course?	Yes	✓	No
2b. If yes, please comment on what these were: This course is assessed through class participation (20%), reflection papers (20%) and a final written assessment submitted electronically (60%).			
3. Please evaluate the course against the following criteria:			
(It may be useful to refer to the attached Subject Benchmark Statement and the QAA Framework for Higher Education Qualifications if required)			
a. Do the course's stated aims and intended learning outcomes remain appropriate?	Yes	✓	No
b. Is the course effective in meeting its stated aims and learning outcomes?	Yes	✓	No
c. Are the assessment instruments selected appropriate?	Yes	✓	No
d. Does the assessment strategy remain appropriate for a variety of learners?	Yes	✓	No
e. Is the module contributing fully to specialist and generic skills development?	Yes	✓	No
f. Are you satisfied that the course overall is of '7'-level standard*?	Yes	✓	No
4. Where you have answered 'no' to question 3, please identify any corrective action:			
N/A			
5. Are there any additional comments you would like to make on this course? (e.g. aspects of good practice):			
Students responded positively to this new course stating that it was very useful to start the programme with Managing Responsibly in order to set the standard to continue to view subsequent courses through this lens.			

COURSE EVALUATIONS			
Reflecting on Previous Academic Year			
Course Title	Microeconomics for Managers	Credit	5
Name of Lecturer(s)	JP. Benoît		
1a. Have there been any updates to the curriculum/learning outcomes for this course?	Yes	✓	No
1b. If yes, please comment on what these were: This is a new course that resulted from adapting the previous course, <i>Managerial Economics</i> into two separate courses (the other being <i>Macroeconomics for Managers</i>). It is a course in applied microeconomics with a primary focus on the needs of managers, examining the operation of markets and how the structure of a market affects firms' choices and performance. Students are eligible to waive this course if they had Master's degree in Economics or equivalent (at discretion of faculty).			
2a. Have there been any updates to the assessment for this course?	Yes	✓	No
2b. If yes, please comment on what these were: This course is assessed through three assignments (30%) and a final exam (70%).			
3. Please evaluate the course against the following criteria:			
(It may be useful to refer to the attached Subject Benchmark Statement and the QAA Framework for Higher Education Qualifications if required)			

a. Do the course's stated aims and intended learning outcomes remain appropriate?	Yes	✓	No	
b. Is the course effective in meeting its stated aims and learning outcomes?	Yes	✓	No	
c. Are the assessment instruments selected appropriate?	Yes	✓	No	
d. Does the assessment strategy remain appropriate for a variety of learners?	Yes	✓	No	
e. Is the module contributing fully to specialist and generic skills development?	Yes	✓	No	
f. Are you satisfied that the course overall is of '7'-level standard*?	Yes	✓	No	
4. Where you have answered 'no' to question 3, please identify any corrective action:				
N/A				
5. Are there any additional comments you would like to make on this course? (e.g. aspects of good practice):				

COURSE EVALUATIONS					
Reflecting on Previous Academic Year					
Course Title	Macroeconomics for Managers			Credit	5
Name of Lecturer(s)	F. Malherbe				
1a. Have there been any updates to the curriculum/learning outcomes for this course?	Yes	✓	No		
1b. If yes, please comment on what these were: This is a new course that resulted from adapting the previous course, <i>Managerial Economics</i> into two separate courses (the other being Microeconomics for Managers). It is designed to give students a better understanding of the macro-economy and to make clear how the corporate sector is affected by macroeconomic developments and the implications thereof. Students are eligible to waive this course if they had Master's degree in Economics or equivalent (at discretion of faculty).					
2a. Have there been any updates to the assessment for this course?	Yes	✓	No		
2b. If yes, please comment on what these were: This course is assessed through an in-class assignment (50%) and a final exam (50%).					
3. Please evaluate the course against the following criteria:					
(It may be useful to refer to the attached Subject Benchmark Statement and the QAA Framework for Higher Education Qualifications if required)					
a. Do the course's stated aims and intended learning outcomes remain appropriate?	Yes	✓	No		
b. Is the course effective in meeting its stated aims and learning outcomes?	Yes	✓	No		
c. Are the assessment instruments selected appropriate?	Yes	✓	No		
d. Does the assessment strategy remain appropriate for a variety of learners?	Yes	✓	No		
e. Is the module contributing fully to specialist and generic skills development?	Yes	✓	No		
f. Are you satisfied that the course overall is of '7'-level standard*?	Yes	✓	No		
4. Where you have answered 'no' to question 3, please identify any corrective action:					
N/A					
5. Are there any additional comments you would like to make on this course? (e.g. aspects of good practice):					

COURSE EVALUATIONS					
Reflecting on Previous Academic Year					
Course Title	Accounting			Credit	10

Name of Lecturer(s)	K. Balakrishnan, E. De George, A. Tahoun			
1a. Have there been any updates to the curriculum/learning outcomes for this course?	Yes	✓	No	
1b. If yes, please comment on what these were: This course is an amalgamation of two core courses from the previous programme format – <i>Financial Accounting</i> and <i>Managerial Accounting</i> . The financial reporting learning outcomes are taught in the first seven sessions, and the managerial accounting learning outcomes taught in the final three sessions (see Appendix for course outline). Students are eligible to waive this course if they had Master’s degree in Accounting or equivalent (at discretion of faculty).				
2a. Have there been any updates to the assessment for this course?	Yes	✓	No	
2b. If yes, please comment on what these were: This course is assessed through a mid-term exam (30%), a final exam (40%), four group assignments (5% each) and class participation (10%).				
3. Please evaluate the course against the following criteria:				
(It may be useful to refer to the attached Subject Benchmark Statement and the QAA Framework for Higher Education Qualifications if required)				
a. Do the course's stated aims and intended learning outcomes remain appropriate?	Yes	✓	No	
b. Is the course effective in meeting its stated aims and learning outcomes?	Yes	✓	No	
c. Are the assessment instruments selected appropriate?	Yes	✓	No	
d. Does the assessment strategy remain appropriate for a variety of learners?	Yes	✓	No	
e. Is the module contributing fully to specialist and generic skills development?	Yes	✓	No	
f. Are you satisfied that the course overall is of '7'-level standard*?	Yes	✓	No	
4. Where you have answered 'no' to question 3, please identify any corrective action:				
N/A				
5. Are there any additional comments you would like to make on this course? (e.g. aspects of good practice):				

COURSE EVALUATIONS				
Reflecting on Previous Academic Year				
Course Title	Finance 1	Credit	10	
Name of Lecturer(s)	A. Pavlova, A. Edmans			
1a. Have there been any updates to the curriculum/learning outcomes for this course?	Yes	✓	No	
1b. If yes, please comment on what these were: This course was previously called Corporate Finance, but despite being shortened to 10 sessions from 15 sessions, the learning outcomes remain to develop a framework for corporate financial decision making, and to provide a solid grounding in the principles and practice of financial management over sections including Project Appraisal, Capital Markets and Capital Structure (see Appendix for course outline).				
2a. Have there been any updates to the assessment for this course?	Yes	✓	No	
2b. If yes, please comment on what these were: This course is assessed through problem sets (10%), case assignments (30%) and a final exam (60%).				
3. Please evaluate the course against the following criteria:				
(It may be useful to refer to the attached Subject Benchmark Statement and the QAA Framework for Higher Education Qualifications if required)				
a. Do the course's stated aims and intended learning outcomes remain appropriate?	Yes	✓	No	
b. Is the course effective in meeting its stated aims and learning outcomes?	Yes	✓	No	
c. Are the assessment instruments selected appropriate?	Yes	✓	No	

d. Does the assessment strategy remain appropriate for a variety of learners?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
e. Is the module contributing fully to specialist and generic skills development?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
f. Are you satisfied that the course overall is of '7'-level standard*?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
4. Where you have answered 'no' to question 3, please identify any corrective action:				
N/A				
5. Are there any additional comments you would like to make on this course? (e.g. aspects of good practice):				
Alex Edmans was nominated to receive the 2017-18 Teaching Award (nominated by first year students).				

COURSE EVALUATIONS				
Reflecting on Previous Academic Year				
Course Title	Strategy	Credit	10	
Name of Lecturer(s)	C. Cunningham, K. Vakili			
1a. Have there been any updates to the curriculum/learning outcomes for this course?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
1b. If yes, please comment on what these were:				
2a. Have there been any updates to the assessment for this course?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
2b. If yes, please comment on what these were:				
3. Please evaluate the course against the following criteria:				
(It may be useful to refer to the attached Subject Benchmark Statement and the QAA Framework for Higher Education Qualifications if required)				
a. Do the course's stated aims and intended learning outcomes remain appropriate?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
b. Is the course effective in meeting its stated aims and learning outcomes?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
c. Are the assessment instruments selected appropriate?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
d. Does the assessment strategy remain appropriate for a variety of learners?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
e. Is the module contributing fully to specialist and generic skills development?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
f. Are you satisfied that the course overall is of '7'-level standard*?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
4. Where you have answered 'no' to question 3, please identify any corrective action:				
N/A				
5. Are there any additional comments you would like to make on this course? (e.g. aspects of good practice):				

COURSE EVALUATIONS				
Reflecting on Previous Academic Year				
Course Title	Operations Management	Credit	5	
Name of Lecturer(s)	K. Ramdas, R. Ibrahim			
1a. Have there been any updates to the curriculum/learning outcomes for this course?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
1b. If yes, please comment on what these were:				
2a. Have there been any updates to the assessment for this course?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
2b. If yes, please comment on what these were:				
3. Please evaluate the course against the following criteria:				

(It may be useful to refer to the attached Subject Benchmark Statement and the QAA Framework for Higher Education Qualifications if required)

a. Do the course's stated aims and intended learning outcomes remain appropriate?	Yes	✓	No	
b. Is the course effective in meeting its stated aims and learning outcomes?	Yes	✓	No	
c. Are the assessment instruments selected appropriate?	Yes	✓	No	
d. Does the assessment strategy remain appropriate for a variety of learners?	Yes	✓	No	
e. Is the module contributing fully to specialist and generic skills development?	Yes	✓	No	
f. Are you satisfied that the course overall is of '7'-level standard*?	Yes	✓	No	

4. Where you have answered 'no' to question 3, please identify any corrective action:

N/A

5. Are there any additional comments you would like to make on this course? (e.g. aspects of good practice):

COURSE EVALUATIONS

Reflecting on Previous Academic Year

Course Title	Managing Organisational Behaviour	Credit	10
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Name of Lecturer(s)	D. Efron, A. Rattan
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1a. Have there been any updates to the curriculum/learning outcomes for this course?	Yes		No	✓
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1b. If yes, please comment on what these were:

2a. Have there been any updates to the assessment for this course?	Yes		No	✓
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2b. If yes, please comment on what these were:

3. Please evaluate the course against the following criteria:

(It may be useful to refer to the attached Subject Benchmark Statement and the QAA Framework for Higher Education Qualifications if required)

a. Do the course's stated aims and intended learning outcomes remain appropriate?	Yes	✓	No	
b. Is the course effective in meeting its stated aims and learning outcomes?	Yes	✓	No	
c. Are the assessment instruments selected appropriate?	Yes	✓	No	
d. Does the assessment strategy remain appropriate for a variety of learners?	Yes	✓	No	
e. Is the module contributing fully to specialist and generic skills development?	Yes	✓	No	
f. Are you satisfied that the course overall is of '7'-level standard*?	Yes	✓	No	

4. Where you have answered 'no' to question 3, please identify any corrective action:

N/A

5. Are there any additional comments you would like to make on this course? (e.g. aspects of good practice):

For the 4th year this course has included a guest speaker session to replace one of the lectures which is well received by students and has contributed to the overall success of the course and the applicability of the learning outcomes.

COURSE EVALUATIONS

Reflecting on Previous Academic Year

Course Title	Marketing	Credit	10
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Name of Lecturer(s)	A.Lambrecht, D.Faro, D. Arnold
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1a. Have there been any updates to the curriculum/learning outcomes for this course?	Yes	✓	No	
1b. If yes, please comment on what these were: This course was shortened from 15 to 10 sessions, and covers the learning outcomes from the first 10 sessions of the Marketing course offered in 2016-17. The learning outcomes from the final five sessions of the old course are now covered in the new tailored core course, <i>Marketing Planning Under Competition</i> offered by J. Berman, a faculty that previously taught on the core course (see Appendix for course outline).				
2a. Have there been any updates to the assessment for this course?	Yes	✓	No	
2b. If yes, please comment on what these were: The <i>Mark Strat</i> simulation has been removed from the assessment schedule, which now consists of class contribution (20%), group assignment (30%) and a final exam (50%).				
3. Please evaluate the course against the following criteria:				
(It may be useful to refer to the attached Subject Benchmark Statement and the QAA Framework for Higher Education Qualifications if required)				
a. Do the course's stated aims and intended learning outcomes remain appropriate?	Yes	✓	No	
b. Is the course effective in meeting its stated aims and learning outcomes?	Yes	✓	No	
c. Are the assessment instruments selected appropriate?	Yes	✓	No	
d. Does the assessment strategy remain appropriate for a variety of learners?	Yes	✓	No	
e. Is the module contributing fully to specialist and generic skills development?	Yes	✓	No	
f. Are you satisfied that the course overall is of '7'-level standard*?	Yes	✓	No	
4. Where you have answered 'no' to question 3, please identify any corrective action:				
N/A				
5. Are there any additional comments you would like to make on this course? (e.g. aspects of good practice):				

COURSE EVALUATIONS				
Reflecting on Previous Academic Year				
Course Title	Assessing Performance for Strategy Execution	Credit	5	
Name of Lecturer(s)	A.Tahoun			
1a. Have there been any updates to the curriculum/learning outcomes for this course?	Yes	✓	No	
1b. If yes, please comment on what these were: This is part of the new Tailored Core course portfolio, from which students must achieve 35 credits. This course is from the Accounting subject area and is intended for general managers accountable for the performance of a business function, for a business unit, or for a non-profit organization, as well as for entrepreneurs and management consultants seeking to design new structures and systems to support strategy execution.				
2a. Have there been any updates to the assessment for this course?	Yes	✓	No	
2b. If yes, please comment on what these were: This course is assessed through two individual assignments (50%), class participation (20%) and a group project (30%).				
3. Please evaluate the course against the following criteria:				
(It may be useful to refer to the attached Subject Benchmark Statement and the QAA Framework for Higher Education Qualifications if required)				
a. Do the course's stated aims and intended learning outcomes remain appropriate?	Yes	✓	No	
b. Is the course effective in meeting its stated aims and learning outcomes?	Yes	✓	No	
c. Are the assessment instruments selected appropriate?	Yes	✓	No	

d. Does the assessment strategy remain appropriate for a variety of learners?	Yes	✓	No	
e. Is the module contributing fully to specialist and generic skills development?	Yes	✓	No	
f. Are you satisfied that the course overall is of '7'-level standard*?	Yes	✓	No	
4. Where you have answered 'no' to question 3, please identify any corrective action:				
N/A				
5. Are there any additional comments you would like to make on this course? (e.g. aspects of good practice):				

COURSE EVALUATIONS				
Reflecting on Previous Academic Year				
Course Title	Financial Reporting for Today's Economy	Credit	5	
Name of Lecturer(s)	E. De George			
1a. Have there been any updates to the curriculum/learning outcomes for this course?	Yes	✓	No	
1b. If yes, please comment on what these were: This is part of the new Tailored Core course portfolio, from which students must achieve 35 credits. This course is from the Accounting subject area and is designed to furnish students with an understanding of the more complex contemporary accounting issues facing today's global corporations.				
2a. Have there been any updates to the assessment for this course?	Yes	✓	No	
2b. If yes, please comment on what these were: This course is assessed through a group assignment (20%), class participation (20%) and a final exam (60%).				
3. Please evaluate the course against the following criteria:				
(It may be useful to refer to the attached Subject Benchmark Statement and the QAA Framework for Higher Education Qualifications if required)				
a. Do the course's stated aims and intended learning outcomes remain appropriate?	Yes	✓	No	
b. Is the course effective in meeting its stated aims and learning outcomes?	Yes	✓	No	
c. Are the assessment instruments selected appropriate?	Yes	✓	No	
d. Does the assessment strategy remain appropriate for a variety of learners?	Yes	✓	No	
e. Is the module contributing fully to specialist and generic skills development?	Yes	✓	No	
f. Are you satisfied that the course overall is of '7'-level standard*?	Yes	✓	No	
4. Where you have answered 'no' to question 3, please identify any corrective action:				
N/A				
5. Are there any additional comments you would like to make on this course? (e.g. aspects of good practice):				

COURSE EVALUATIONS				
Reflecting on Previous Academic Year				
Course Title	Business Analytics	Credit	10	
Name of Lecturer(s)	V. De Miguel, T. Tezcan			
1a. Have there been any updates to the curriculum/learning outcomes for this course?	Yes	✓	No	
1b. If yes, please comment on what these were: This is part of the new Tailored Core course portfolio, from which students must achieve 35 credits. This course is from the Management Science and Operations subject area and is designed to equip students with analytical thinking and powerful tools that help them become more				

effective in communicating the structure of their reasoning, defending it to adversarial challenge and delivering presentations that show we have done a thorough analysis.				
2a. Have there been any updates to the assessment for this course?	Yes	✓	No	
2b. If yes, please comment on what these were: This course is assessed through a group assignment (30%), two individual assignments (50%) and class participation (20%).				
3. Please evaluate the course against the following criteria:				
(It may be useful to refer to the attached Subject Benchmark Statement and the QAA Framework for Higher Education Qualifications if required)				
a. Do the course's stated aims and intended learning outcomes remain appropriate?	Yes	✓	No	
b. Is the course effective in meeting its stated aims and learning outcomes?	Yes	✓	No	
c. Are the assessment instruments selected appropriate?	Yes	✓	No	
d. Does the assessment strategy remain appropriate for a variety of learners?	Yes	✓	No	
e. Is the module contributing fully to specialist and generic skills development?	Yes	✓	No	
f. Are you satisfied that the course overall is of '7'-level standard*?	Yes	✓	No	
4. Where you have answered 'no' to question 3, please identify any corrective action:				
N/A				
5. Are there any additional comments you would like to make on this course? (e.g. aspects of good practice):				

COURSE EVALUATIONS				
Reflecting on Previous Academic Year				
Course Title	Finance II	Credit	10	
Name of Lecturer(s)	L. Tepla, H. Kung, C. Heyerdahl-Larsen, F. Gomes			
1a. Have there been any updates to the curriculum/learning outcomes for this course?	Yes	✓	No	
1b. If yes, please comment on what these were: This is part of the new Tailored Core course portfolio, from which students must achieve 35 credits. This course is from the Finance subject area and forms the second part of a two-course sequence covering corporate finance and investments (following on from the core <i>Finance I</i> course).				
2a. Have there been any updates to the assessment for this course?	Yes	✓	No	
2b. If yes, please comment on what these were: This course is assessed through a group assignment (35%), and a final exam (65%).				
3. Please evaluate the course against the following criteria:				
(It may be useful to refer to the attached Subject Benchmark Statement and the QAA Framework for Higher Education Qualifications if required)				
a. Do the course's stated aims and intended learning outcomes remain appropriate?	Yes	✓	No	
b. Is the course effective in meeting its stated aims and learning outcomes?	Yes	✓	No	
c. Are the assessment instruments selected appropriate?	Yes	✓	No	
d. Does the assessment strategy remain appropriate for a variety of learners?	Yes	✓	No	
e. Is the module contributing fully to specialist and generic skills development?	Yes	✓	No	
f. Are you satisfied that the course overall is of '7'-level standard*?	Yes	✓	No	
4. Where you have answered 'no' to question 3, please identify any corrective action:				
N/A				

5. Are there any additional comments you would like to make on this course? (e.g. aspects of good practice):

COURSE EVALUATIONS

Reflecting on Previous Academic Year

Course Title	London Core Application Practicum (LondonCAP)	Credit	5
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Name of Lecturer(s)	P. Barwise, L. Yueh, S. Ethiraj, D. Houlder, R. Jolly, S. Turconi, N. Jain, R. Hytner		
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1a. Have there been any updates to the curriculum/learning outcomes for this course?	Yes	✓	No	
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1b. If yes, please comment on what these were: This is part of the new Tailored Core course portfolio, from which students must achieve 35 credits. This course replaces the London Business Experience from the MBA2018 portfolio and is an experiential course offering students the opportunity to work with one of a variety of companies covering a number of different sectors on a real consultancy project, with support provided by LBS faculty.

2a. Have there been any updates to the assessment for this course?	Yes	✓	No	
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2b. If yes, please comment on what these were: This course is assessed through submission of a project scope (40%), group participation (30%) and client understanding (30%).

3. Please evaluate the course against the following criteria:

(It may be useful to refer to the attached Subject Benchmark Statement and the QAA Framework for Higher Education Qualifications if required)

a. Do the course's stated aims and intended learning outcomes remain appropriate?	Yes	✓	No	
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b. Is the course effective in meeting its stated aims and learning outcomes?	Yes	✓	No	
--	-----	---	----	--

c. Are the assessment instruments selected appropriate?	Yes	✓	No	
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d. Does the assessment strategy remain appropriate for a variety of learners?	Yes	✓	No	
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e. Is the module contributing fully to specialist and generic skills development?	Yes	✓	No	
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f. Are you satisfied that the course overall is of '7'-level standard*?	Yes	✓	No	
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4. Where you have answered 'no' to question 3, please identify any corrective action:

N/A

5. Are there any additional comments you would like to make on this course? (e.g. aspects of good practice):

COURSE EVALUATIONS

Reflecting on Previous Academic Year

Course Title	Global Economic Analysis	Credit	5
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Name of Lecturer(s)	V. Stavrakeva		
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1a. Have there been any updates to the curriculum/learning outcomes for this course?	Yes	✓	No	
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1b. If yes, please comment on what these were: This is part of the new Tailored Core course portfolio, from which students must achieve 35 credits. This course is from the Economics subject area and focuses on introducing students to some of the key issues in macroeconomics and international finance.

2a. Have there been any updates to the assessment for this course?	Yes	✓	No	
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2b. If yes, please comment on what these were: This course is assessed through submission of a final assignment (100%).			
3. Please evaluate the course against the following criteria:			
(It may be useful to refer to the attached Subject Benchmark Statement and the QAA Framework for Higher Education Qualifications if required)			
a. Do the course's stated aims and intended learning outcomes remain appropriate?	Yes	✓	No
b. Is the course effective in meeting its stated aims and learning outcomes?	Yes	✓	No
c. Are the assessment instruments selected appropriate?	Yes	✓	No
d. Does the assessment strategy remain appropriate for a variety of learners?	Yes	✓	No
e. Is the module contributing fully to specialist and generic skills development?	Yes	✓	No
f. Are you satisfied that the course overall is of '7'-level standard*?	Yes	✓	No
4. Where you have answered 'no' to question 3, please identify any corrective action:			
N/A			
5. Are there any additional comments you would like to make on this course? (e.g. aspects of good practice):			

COURSE EVALUATIONS			
Reflecting on Previous Academic Year			
Course Title	Customer and Market Insights	Credit	5
Name of Lecturer(s)	J. Berman, B. Hardie		
1a. Have there been any updates to the curriculum/learning outcomes for this course?	Yes	✓	No
1b. If yes, please comment on what these were: This is part of the new Tailored Core course portfolio, from which students must achieve 35 credits. This course is from the Marketing subject area and is designed to teach students how to navigate the tools and methods available to provide the customer and market insights relevant to managerial decision-making.			
2a. Have there been any updates to the assessment for this course?	Yes	✓	No
2b. If yes, please comment on what these were: This course is assessed through submission of two individual assignments (50%), a group project (35%) and class participation (15%).			
3. Please evaluate the course against the following criteria:			
(It may be useful to refer to the attached Subject Benchmark Statement and the QAA Framework for Higher Education Qualifications if required)			
a. Do the course's stated aims and intended learning outcomes remain appropriate?	Yes	✓	No
b. Is the course effective in meeting its stated aims and learning outcomes?	Yes	✓	No
c. Are the assessment instruments selected appropriate?	Yes	✓	No
d. Does the assessment strategy remain appropriate for a variety of learners?	Yes	✓	No
e. Is the module contributing fully to specialist and generic skills development?	Yes	✓	No
f. Are you satisfied that the course overall is of '7'-level standard*?	Yes	✓	No
4. Where you have answered 'no' to question 3, please identify any corrective action:			
N/A			
5. Are there any additional comments you would like to make on this course? (e.g. aspects of good practice):			

COURSE EVALUATIONS				
Reflecting on Previous Academic Year				
Course Title	Marketing Planning Under Competition	Credit	5	
Name of Lecturer(s)	J. Berman			
1a. Have there been any updates to the curriculum/learning outcomes for this course?	Yes	✓	No	
1b. If yes, please comment on what these were: This is part of the new Tailored Core course portfolio, from which students must achieve 35 credits. This course is from the Marketing subject area and focuses on developing and executing a marketing plan in an increasingly competitive, fast-paced and unpredictable marketplace.				
2a. Have there been any updates to the assessment for this course?	Yes	✓	No	
2b. If yes, please comment on what these were: This course is assessed through submission of a group assignment (15%), a group presentation (10%) a Mark Strat simulation performance (25%) and a final exam (50%).				
3. Please evaluate the course against the following criteria:				
(It may be useful to refer to the attached Subject Benchmark Statement and the QAA Framework for Higher Education Qualifications if required)				
a. Do the course's stated aims and intended learning outcomes remain appropriate?	Yes	✓	No	
b. Is the course effective in meeting its stated aims and learning outcomes?	Yes	✓	No	
c. Are the assessment instruments selected appropriate?	Yes	✓	No	
d. Does the assessment strategy remain appropriate for a variety of learners?	Yes	✓	No	
e. Is the module contributing fully to specialist and generic skills development?	Yes	✓	No	
f. Are you satisfied that the course overall is of '7'-level standard*?	Yes	✓	No	
4. Where you have answered 'no' to question 3, please identify any corrective action:				
N/A				
5. Are there any additional comments you would like to make on this course? (e.g. aspects of good practice):				

COURSE EVALUATIONS				
Reflecting on Previous Academic Year				
Course Title	Strategic Economic Analysis	Credit	5	
Name of Lecturer(s)	D. Myatt			
1a. Have there been any updates to the curriculum/learning outcomes for this course?	Yes	✓	No	
1b. If yes, please comment on what these were: This is part of the new Tailored Core course portfolio, from which students must achieve 35 credits. This course is from the Economics subject area and builds upon Microeconomics for Managers, looking at the strategic choices that are faced when a business enjoys market power but acts in the presence of competitors.				
2a. Have there been any updates to the assessment for this course?	Yes	✓	No	
2b. If yes, please comment on what these were: This course is assessed through submission of a group assignment (30%) and a final exam (70%).				
3. Please evaluate the course against the following criteria:				
(It may be useful to refer to the attached Subject Benchmark Statement and the QAA Framework for Higher Education Qualifications if required)				
a. Do the course's stated aims and intended learning outcomes remain appropriate?	Yes	✓	No	

b. Is the course effective in meeting its stated aims and learning outcomes?	Yes	<input checked="" type="checkbox"/>	No	
c. Are the assessment instruments selected appropriate?	Yes	<input checked="" type="checkbox"/>	No	
d. Does the assessment strategy remain appropriate for a variety of learners?	Yes	<input checked="" type="checkbox"/>	No	
e. Is the module contributing fully to specialist and generic skills development?	Yes	<input checked="" type="checkbox"/>	No	
f. Are you satisfied that the course overall is of '7'-level standard*?	Yes	<input checked="" type="checkbox"/>	No	
4. Where you have answered 'no' to question 3, please identify any corrective action:				
N/A				
5. Are there any additional comments you would like to make on this course? (e.g. aspects of good practice):				

COURSE EVALUATIONS				
Reflecting on Previous Academic Year				
Course Title	Developing Entrepreneurial Opportunities	Credit	5	
Name of Lecturer(s)	B. Stroube			
1a. Have there been any updates to the curriculum/learning outcomes for this course?	Yes	<input checked="" type="checkbox"/>	No	
1b. If yes, please comment on what these were: This is part of the new Tailored Core course portfolio from which students must achieve 35 credits, and replaces a core course of the same name. This course is from the Strategy subject area and provides students the skills, tools, and mind-sets to discover and develop opportunities upon which entrepreneurial ventures may be built, whether as start-ups or within established firms.				
2a. Have there been any updates to the assessment for this course?	Yes	<input checked="" type="checkbox"/>	No	
2b. If yes, please comment on what these were: This course is assessed through submission of a series of mini assignments (15%), class participation (15%), an individual assignment (35%) and a group project (35%).				
3. Please evaluate the course against the following criteria:				
(It may be useful to refer to the attached Subject Benchmark Statement and the QAA Framework for Higher Education Qualifications if required)				
a. Do the course's stated aims and intended learning outcomes remain appropriate?	Yes	<input checked="" type="checkbox"/>	No	
b. Is the course effective in meeting its stated aims and learning outcomes?	Yes	<input checked="" type="checkbox"/>	No	
c. Are the assessment instruments selected appropriate?	Yes	<input checked="" type="checkbox"/>	No	
d. Does the assessment strategy remain appropriate for a variety of learners?	Yes	<input checked="" type="checkbox"/>	No	
e. Is the module contributing fully to specialist and generic skills development?	Yes	<input checked="" type="checkbox"/>	No	
f. Are you satisfied that the course overall is of '7'-level standard*?	Yes	<input checked="" type="checkbox"/>	No	
4. Where you have answered 'no' to question 3, please identify any corrective action:				
N/A				
5. Are there any additional comments you would like to make on this course? (e.g. aspects of good practice):				

COURSE EVALUATIONS				
Reflecting on Previous Academic Year				
Course Title	Digital Strategy	Credit	5	
Name of Lecturer(s)	K. Vakili, Y. Mylonadis			
1a. Have there been any updates to the curriculum/learning outcomes for this course?	Yes	<input checked="" type="checkbox"/>	No	

1b. If yes, please comment on what these were: This is part of the new Tailored Core course portfolio, from which students must achieve 35 credits. This course is from the Strategy subject area and introduces new frameworks and techniques to better understand Digital business models.				
2a. Have there been any updates to the assessment for this course?	Yes	<input checked="" type="checkbox"/>	No	
2b. If yes, please comment on what these were: This course is assessed through class participation (20%), an individual assignment (20%), a group assignment (30%) and a final exam (30%).				
3. Please evaluate the course against the following criteria:				
(It may be useful to refer to the attached Subject Benchmark Statement and the QAA Framework for Higher Education Qualifications if required)				
a. Do the course's stated aims and intended learning outcomes remain appropriate?	Yes	<input checked="" type="checkbox"/>	No	
b. Is the course effective in meeting its stated aims and learning outcomes?	Yes	<input checked="" type="checkbox"/>	No	
c. Are the assessment instruments selected appropriate?	Yes	<input checked="" type="checkbox"/>	No	
d. Does the assessment strategy remain appropriate for a variety of learners?	Yes	<input checked="" type="checkbox"/>	No	
e. Is the module contributing fully to specialist and generic skills development?	Yes	<input checked="" type="checkbox"/>	No	
f. Are you satisfied that the course overall is of '7'-level standard*?	Yes	<input checked="" type="checkbox"/>	No	
4. Where you have answered 'no' to question 3, please identify any corrective action:				
N/A				
5. Are there any additional comments you would like to make on this course? (e.g. aspects of good practice):				

COURSE EVALUATIONS				
Reflecting on Previous Academic Year				
Course Title	Value Chain Management	Credit	5	
Name of Lecturer(s)	J. Gallien			
1a. Have there been any updates to the curriculum/learning outcomes for this course?	Yes	<input checked="" type="checkbox"/>	No	
1b. If yes, please comment on what these were: This is part of the new Tailored Core course portfolio, from which students must achieve 35 credits. This course is from the Management Science and Operations subject area and completes the MBA-level coverage of the fundamental concepts, tools and skills in the Operations Management core course. Specifically, this course focuses on matching supply with demand in uncertain, highly variable environments.				
2a. Have there been any updates to the assessment for this course?	Yes	<input checked="" type="checkbox"/>	No	
2b. If yes, please comment on what these were: This course is assessed through class preparation (30%), participation (20%) a simulation (10%), and a final exam (40%).				
3. Please evaluate the course against the following criteria:				
(It may be useful to refer to the attached Subject Benchmark Statement and the QAA Framework for Higher Education Qualifications if required)				
a. Do the course's stated aims and intended learning outcomes remain appropriate?	Yes	<input checked="" type="checkbox"/>	No	
b. Is the course effective in meeting its stated aims and learning outcomes?	Yes	<input checked="" type="checkbox"/>	No	
c. Are the assessment instruments selected appropriate?	Yes	<input checked="" type="checkbox"/>	No	
d. Does the assessment strategy remain appropriate for a variety of learners?	Yes	<input checked="" type="checkbox"/>	No	
e. Is the module contributing fully to specialist and generic skills development?	Yes	<input checked="" type="checkbox"/>	No	
f. Are you satisfied that the course overall is of '7'-level standard*?	Yes	<input checked="" type="checkbox"/>	No	
4. Where you have answered 'no' to question 3, please identify any corrective action:				

N/A
5. Are there any additional comments you would like to make on this course? (e.g. aspects of good practice):

COURSE EVALUATIONS				
Reflecting on Previous Academic Year				
Course Title	Global Business Experience	Credit	10	
Name of Lecturer(s)	David Myatt, Aharon Cohen Mohliver, Rajesh Chandy, Elias Papaioannou, John Mullins, Antony Ross, Dominic Houlder, Richard Hytner, Francesca Cornelli, Linda Yueh, Richard Jolly			
1a. Have there been any updates to the curriculum/learning outcomes for this course?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
1b. If yes, please comment on what these were: N/A				
2a. Have there been any updates to the assessment for this course?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
2b. If yes, please comment on what these were: N/A				
3. Please evaluate the course against the following criteria:				
(It may be useful to refer to the attached Subject Benchmark Statement and the QAA Framework for Higher Education Qualifications if required)				
a. Do the course's stated aims and intended learning outcomes remain appropriate?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
b. Is the course effective in meeting its stated aims and learning outcomes?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
c. Are the assessment instruments selected appropriate?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
d. Does the assessment strategy remain appropriate for a variety of learners?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
e. Is the module contributing fully to specialist and generic skills development?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
f. Are you satisfied that the course overall is of '7'-level standard*?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
4. Where you have answered 'no' to question 3, please identify any corrective action:				
N/A				
5. Are there any additional comments you would like to make on this course? (e.g. aspects of good practice):				
A new GBE was added to the portfolio this year to accommodate growing numbers and the changing interests of the students. Yangon was introduced covering the theme: Frontier Markets: Opportunities and Challenges. Learning Objective: Engage with leading local companies and entrepreneurs to gain an understanding of the opportunities and risks that Myanmar faces at this stage of its development. Examine how these opportunities and risks can be managed to ensure sustainable growth and what role SMEs and early-stage companies are playing in this development.				

COURSE EVALUATIONS				
Reflecting on Previous Academic Year				
Course Title	Leadership Launch	Credit	10	
Name of Lecturer(s)	Delivered by various external providers			
1a. Have there been any updates to the curriculum/learning outcomes for this course?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
1b. If yes, please comment on what these were:				
2a. Have there been any updates to the assessment for this course?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>

2b. If yes, please comment on what these were:			
3. Please evaluate the course against the following criteria:			
(It may be useful to refer to the attached Subject Benchmark Statement and the QAA Framework for Higher Education Qualifications if required)			
a. Do the course's stated aims and intended learning outcomes remain appropriate?	Yes	✓	No
b. Is the course effective in meeting its stated aims and learning outcomes?	Yes	✓	No
c. Are the assessment instruments selected appropriate?	Yes	n/a	No
d. Does the assessment strategy remain appropriate for a variety of learners?	Yes	n/a	No
e. Is the module contributing fully to specialist and generic skills development?	Yes	✓	No
f. Are you satisfied that the course overall is of '7'-level standard*?	Yes	✓	No
4. Where you have answered 'no' to question 3, please identify any corrective action:			
N/A			
5. Are there any additional comments you would like to make on this course? (e.g. aspects of good practice):			
All student feedback on external providers is reviewed regularly and changes made to the providers to reflect market developments or if appropriate performance is not maintained. A total of 10 providers were used for the MBA2019 class, the same number of providers as used for the MBA2018 class. However due to negative student feedback the programme office stopped using the services of two providers and replaced them with different providers.			

COURSE EVALUATIONS			
Reflecting on Previous Academic Year			
Course Title	Capstone	Credit	0
Name of Lecturer(s)	N/A – guest, alumni and student speakers		
1a. Have there been any updates to the curriculum/learning outcomes for this course?	Yes		No ✓
1b. If yes, please comment on what these were: N/A			
2a. Have there been any updates to the assessment for this course?	Yes		No ✓
2b. If yes, please comment on what these were: N/A			
3. Please evaluate the course against the following criteria:			
(It may be useful to refer to the attached Subject Benchmark Statement and the QAA Framework for Higher Education Qualifications if required)			
a. Do the course's stated aims and intended learning outcomes remain appropriate?	Yes	✓	No
b. Is the course effective in meeting its stated aims and learning outcomes?	Yes	✓	No
c. Are the assessment instruments selected appropriate?	Yes	✓	No
d. Does the assessment strategy remain appropriate for a variety of learners?	Yes	✓	No
e. Is the module contributing fully to specialist and generic skills development?	Yes	✓	No
f. Are you satisfied that the course overall is of '7'-level standard*?	Yes	✓	No
4. Where you have answered 'no' to question 3, please identify any corrective action:			
N/A			
5. Are there any additional comments you would like to make on this course? (e.g. aspects of good practice):			
The programme is constantly reviewed based on student feedback.			

EXTERNAL EXAMINERS REPORTS**Comments and School Response to External Examiner Reports**
Report section to be completed by QA Team

Refer to 'External Examiners: Summary of 2017/18 Annual Reports' APC paper (APC181112, 12.11.18) for collated External Examiner comments and School responses.

SUMMARY PROGRAMME EVALUATION**Previous Faculty Advisor Report Actions**

Please comment on whether the previous year's action plan was addressed and implemented.

The 2017-18 academic year was the first year of the extensive MBA programme review implementation. As stated above, several course were either revised or completely new courses were introduced. The actions outlined were in line with the roll-out of the new programme format and curriculum as well as the additional programme elements.

Programme Summary

Based on your report, please comment on the health of the programme overall, assessing the cumulative impact of any development and/or any relevant wider changes within the programme (or School). You may also wish to comment on future enhancements:

You might find it useful to consider, feedback from students, feedback from External Examiners, developments within the subject areas, changes in Faculty, market or employer demands, changes in student profile.

During the past year the new MBA programme format and curriculum has been implemented. The programme introduced LBS developed online pre-course materials, a more balanced programme format in year one, revised and new academic content as well as an experiential practicum course (LondonCAP) which allowed students to apply the learning from their core courses to a real live business problem. The introduction of the Tailored Core courses gave the students an opportunity to begin tailoring their course choices to their own needs/interests allowing them to better prepare for their eventual professional goals. The School also introduced a number of new electives – many focusing more on technology as well as luxury. Despite some teething issues in rolling out a new programme, the student feedback from students has been positive. They appreciate the updated content as well as the increased flexibility and customisation.

Programme Evaluation:

Please evaluate the programme against the following criteria:

(It may be useful to refer to the attached Subject Benchmark Statement and the QAA Framework for Higher Education Qualifications if required)

Are you satisfied that the content of the curriculum is relevant to the stated learning outcomes for the programme?	Yes	✓	No	
Are you satisfied that students completing these core courses will obtain a sufficient grounding in their subject?	Yes	✓	No	
Are you satisfied that the programme meets the criteria specified in the Subject Benchmark Statement?	Yes	✓	No	
Are you satisfied that the students completing these core courses are working at M-Level standard towards the relevant named award?	Yes	✓	No	

Where you have answered 'no' to question any of the above, please identify any corrective action

SIGN OFF	
Academic Director	
DATE	

ACTION PLAN
Please outline any actions arising from the report

Please note the following actions are planned in order to continue to build upon the most recent MBA Programme Review:

Proposal	To Date
Continuous improvement of the fixed and flexible core programme	Monitor and review the effects of the new ‘fixed’ core and ‘tailored’ core courses, including the lecture-based and experiential courses. Implement practice of constant enhancement. Work with self-selected faculty in developing digital innovations in the core teaching (in collaboration with the School’s Learning Innovation team).
Continuous improvement of the Online Pre-arrival Courses	Monitor and review the effects of the new online pre-course (Accounting, Statistics and Finance). Continue to use student feedback to improve the offering. Possible development of a course in Economics.
Language Programme	Monitor and review the effects of the change from mandatory to optional language component, including conversion rate from application to sign-up. Special focus on the second year student interest and uptake of the programme.
Leadership Launch	Prepare for review of the leadership skills element of the programme by analysing student feedback, reviewing the offering, budgets, processes, etc.
International Exchange	Review the international exchange process to ensure that it is in line with the School’s standards and is adding value to the student experience. Review the portfolio of international partner schools to ensure we can meet the demand of a growing programme. Conduct a review of the exchange process in order to improve then student and faculty experience.

Appendix 1 Grade Range Data

1. Lowest Course Scores

Colour-coded to show which course scored the highest and lowest for that particular year.

Course Code	Course Name	MBA2017	MBA2018	MBA2019
C101	Accounting (previously FA)	66.66	66.33	61.42
C109	ME	57.50	66.92	N/A
C111	Finance I (previously CF)	67.64	71.48	68.68
C112	Strategy	63.93	68.00	64.5
C124	DMD	66.92	64.65	N/A
C108	Managing organisational Behaviour	54.63	55.65	42.5
C106	MA	70.99	66.92	N/A
C105	Marketing (Previously Mkt*)	28.14	46.70	51.5
C103	Operations Management	59.84	61.66	50.64
C160	DEO	55.38	47.96	N/A
C161	GEE	59.57	49.41	N/A
C166	BGS	63.56	66.38	N/A
C170	Data Analytics for managers	N/A	N/A	54
C171	Managing Responsibly: Ethics in Work, Organization	N/A	N/A	51.66
C173	Microeconomics for managers	N/A	N/A	69.56
C172	Macroeconomics for managers	N/A	N/A	67.5
TC01	Assessing Performance for Strategy Execution	N/A	N/A	62.5
TC03	Business Analytics	N/A	N/A	54.60
TC07	Customer and Market Insights**	N/A	N/A	33.25
TC10	Developing Entrepreneurial Opportunities**	N/A	N/A	54.65
TC11	Digital Strategy	N/A	N/A	55.4
TC04	Finance II**	N/A	N/A	31.50
TC02	Financial Reporting for Today's Economy	N/A	N/A	63.91
TC06	Global Economic Analysis	N/A	N/A	61.5
TC05	LondonCAP	N/A	N/A	61.1
TC08	Marketing Planning Under Competition**	N/A	N/A	38.2
TC09	Strategic Economic Analysis**	N/A	N/A	23.31
TC12	Value Chain Management	N/A	N/A	54
All		58.85	58.27	53.45

**not including MarkStrat*

*** Results after the first exam sitting only. Doesn't include resit results as they are still awaited/due to take place.*

2. Highest Course Scores

Course Code	Course Name	MBA2017	MBA2018	MBA2019
C101	Accounting (previously FA)	95.67	94.42	95.86
C109	ME	95.82	98.72	N/A
C111	Finance I (previously CF)	96.56	96.82	97.9
C112	Strategy	91.20	91.10	90
124	DMD	90.70	91.97	N/A
C108	Managing organisational Behaviour	88.94	89.19	94.5
C106	MA	98.83	99.64	N/A
C105	Marketing (Previously Mkt*)	58.02	87.46	89.4
C103	Operations Management	94.54	93.38	93.5
C160	DEO	95.08	75.86	N/A
C161	GEE	95.37	88.39	N/A
C166	BGS	92.68	94.42	N/A
C170	Data Analytics for managers	N/A	N/A	96.4
C171	Managing Responsibly: Ethics in Work, Organization	N/A	N/A	94.33
C173	Microeconomics for managers	N/A	N/A	99.08
C172	Macroeconomics for managers	N/A	N/A	98.75
TC01	Assessing Performance for Strategy Execution	N/A	N/A	100
TC03	Business Analytics	N/A	N/A	93.45
TC07	Customer and Market Insights**	N/A	N/A	87.25
TC10	Developing Entrepreneurial Opportunities**	N/A	N/A	87.7
TC11	Digital Strategy	N/A	N/A	92
TC04	Finance II**	N/A	N/A	100.00
TC02	Financial Reporting for Today's Economy	N/A	N/A	98.16
TC06	Global Economic Analysis	N/A	N/A	96.5
TC05	LondonCAP	N/A	N/A	88.2
TC08	Marketing Planning Under Competition**	N/A	N/A	92.83
TC09	Strategic Economic Analysis**	N/A	N/A	96.7
TC12	Value Chain Management	N/A	N/A	97.46
All		89.53	91.19	94.55

**not including MarkStrat*

*** Results after the first exam sitting only. Doesn't include resit results as they are still awaited/due to take place.*

3. Average Course Score

Course Code	Course Name	MBA2017	MBA2018	MBA2019
C101	Accounting (previously FA)	82.85	83.05	86.67
C109	ME	80.34	86.42	N/A
C111	Finance I (previously CF)	83.82	88.38	86.49
C112	Strategy	76.70	77.71	78.13
124	DMD	80.05	78.68	N/A
C108	Managing organisational Behaviour	72.96	74.48	78.35
C106	MA	89.89	87.20	N/A
C105	Marketing (Previously Mkt*)	42.11	72.52	71.82
C103	Operations Management	80.29	79.78	75.27
C160	DEO	78.03	63.59	N/A
C161	GEE	81.87	74.08	N/A
C166	BGS	78.82	80.91	N/A
C170	Data Analytics for managers	N/A	N/A	78.69
C171	Managing Responsibly: Ethics in Work, Organization	N/A	N/A	72.73
C173	Microeconomics for managers	N/A	N/A	89.34
C172	Macroeconomics for managers	N/A	N/A	85.99
TC01	Assessing Performance for Strategy Execution	N/A	N/A	96.45
TC03	Business Analytics	N/A	N/A	82.63
TC07	Customer and Market Insights**	N/A	N/A	72.18
TC10	Developing Entrepreneurial Opportunities**	N/A	N/A	75.04
TC11	Digital Strategy	N/A	N/A	74.55
TC04	Finance II**	N/A	N/A	84.20
TC02	Financial Reporting for Today's Economy	N/A	N/A	87.24
TC06	Global Economic Analysis	N/A	N/A	82.89
TC05	LondonCAP	N/A	N/A	74.05
TC08	Marketing Planning Under Competition**	N/A	N/A	77.29
TC09	Strategic Economic Analysis**	N/A	N/A	82.39
TC12	Value Chain Management	N/A	N/A	84.97
All		77.10	77.46	80.79

**not including MarkStrat*

*** Results after the first exam sitting only. Doesn't include resit results as they are still awaited/due to take place.*

4. Median Course Score

Course Code	Course Name	MBA2017	MBA2018	MBA2019
C101	Accounting (previously FA)	83.19	83.88	87.42
C109	ME	81.73	87.32	N/A
C111	Finance I (previously CF)	84.60	89.03	87.29
C112	Strategy	76.77	77.85	78.00
124	DMD	80.32	78.87	N/A
C108	Managing organisational Behaviour	73.06	74.24	79.75
C106	MA	91.15	88.18	N/A
C105	Marketing (Previously Mkt*)	44.92	72.38	72.00
C103	Operations Management	80.88	79.68	75.05
C160	DEO	78.64	63.79	N/A
C161	GEE	82.72	74.23	N/A
C166	BGS	78.68	81.00	N/A
C170	Data Analytics for managers	N/A	N/A	79.00
C171	Managing Responsibly: Ethics in Work, Organization	N/A	N/A	73.00
C173	Microeconomics for managers	N/A	N/A	90.05
C172	Macroeconomics for managers	N/A	N/A	86.88
TC01	Assessing Performance for Strategy Execution	N/A	N/A	98.75
TC03	Business Analytics	N/A	N/A	82.63
TC07	Customer and Market Insights**	N/A	N/A	73.25
TC10	Developing Entrepreneurial Opportunities**	N/A	N/A	75.43
TC11	Digital Strategy	N/A	N/A	74.50
TC04	Finance II**	N/A	N/A	86.35
TC02	Financial Reporting for Today's Economy	N/A	N/A	88.22
TC06	Global Economic Analysis	N/A	N/A	83.50
TC05	LondonCAP	N/A	N/A	74.44
TC08	Marketing Planning Under Competition**	N/A	N/A	78.23
TC09	Strategic Economic Analysis**	N/A	N/A	85.71
TC12	Value Chain Management	N/A	N/A	85.59
All		77.63	77.78	81.59

*not including MarkStrat

** Results after the first exam sitting only. Doesn't include resit results as they are still awaited/due to take place

5. Grade Range

Course Code	Course Name	MBA2017	MBA2018	MBA2019
C101	Accounting (previously FA)	29.01	28.09	34.44
C109	ME	38.32	31.8	N/A
C111	Finance I (previously CF)	28.92	25.34	29.21
C112	Strategy	27.28	25.3	25.50
124	DMD	23.78	27.32	N/A
C108	Managing organisational Behaviour	34.31	33.54	52.00
C106	MA	27.84	32.72	N/A
C105	Marketing (Previously Mkt*)	29.88	40.76	37.90
C103	Operations Management	35.7	31.72	42.87
C160	DEO	39.7	27.9	N/A
C161	GEE	35.8	38.98	N/A
C166	BGS	28.04	28.04	N/A
C170	Data Analytics for managers	N/A	N/A	42.40
C171	Managing Responsibly: Ethics in Work, Organization	N/A	N/A	42.67
C173	Microeconomics for managers	N/A	N/A	29.52
C172	Macroeconomics for managers	N/A	N/A	31.25
TC01	Assessing Performance for Strategy Execution	N/A	N/A	37.50
TC03	Business Analytics	N/A	N/A	38.84
TC07	Customer and Market Insights**	N/A	N/A	54.00
TC10	Developing Entrepreneurial Opportunities**	N/A	N/A	33.05
TC11	Digital Strategy	N/A	N/A	36.60
TC04	Finance II**	N/A	N/A	68.50
TC02	Financial Reporting for Today's Economy	N/A	N/A	34.25
TC06	Global Economic Analysis	N/A	N/A	35.00
TC05	LondonCAP	N/A	N/A	27.10
TC08	Marketing Planning Under Competition**	N/A	N/A	54.63
TC09	Strategic Economic Analysis**	N/A	N/A	73.39
TC12	Value Chain Management	N/A	N/A	43.47
All		30.68	32.92	41.09

**not including MarkStrat*

*** Results after the first exam sitting only. Doesn't include resit results as they are still awaited/due to take place*

MBA2017 Core Courses 1st Year							
Course Title	Course Code	Stream	Minimum	Maximum	Average	Median	Std Dev
Financial Accounting	C101	A	67.00	95.13	81.84	81.51	6.95
Financial Accounting	C101	B	67.98	96.35	83.28	82.90	5.88
Financial Accounting	C101	C	65.13	95.00	83.51	84.10	6.32
Financial Accounting	C101	D	67.15	95.65	82.74	83.29	7.42
Financial Accounting	C101	E	66.03	96.20	82.89	84.13	7.47
Average	C101	All	66.66	95.67	82.85	83.19	6.81
Managerial Economics	C109	A	57.85	95.50	79.59	81.10	9.03
Managerial Economics	C109	B	57.60	95.70	79.50	81.20	8.12
Managerial Economics	C109	C	58.80	95.90	81.54	83.00	8.16
Managerial Economics	C109	D	56.20	97.40	80.77	81.85	8.47
Managerial Economics	C109	E	57.05	94.60	80.28	81.50	8.03
Average	C109	All	57.50	95.82	80.34	81.73	8.36
Corporate Finance	C111	A	65.93	97.55	83.19	84.40	6.63
Corporate Finance	C111	B	69.68	97.25	84.38	84.78	6.01
Corporate Finance	C111	C	64.58	95.55	83.66	84.70	7.12
Corporate Finance	C111	D	68.60	96.35	83.91	84.26	6.66
Corporate Finance	C111	E	69.40	96.08	83.97	84.85	6.18
Average	C111	All	67.64	96.56	83.82	84.60	6.52
Strategy	C112	A	60.62	90.91	75.74	75.91	6.02
Strategy	C112	B	65.10	92.10	75.95	75.08	5.99
Strategy	C112	C	67.91	89.00	78.84	78.86	5.37
Strategy	C112	D	63.00	93.00	75.99	76.00	5.87
Strategy	C112	E	63.00	91.00	77.01	78.00	6.40
Average	C112	All	63.93	91.20	76.70	76.77	5.93
Data, Models & Decisions	C124	A	65.65	89.50	78.55	78.43	6.16
Data, Models & Decisions	C124	B	66.35	91.35	79.54	80.45	5.17
Data, Models & Decisions	C124	C	64.90	90.20	80.17	80.25	5.55
Data, Models & Decisions	C124	D	68.70	89.90	80.06	80.58	5.36
Data, Models & Decisions	C124	E	69.00	92.55	81.91	81.90	5.48
Average	C124	All	66.92	90.70	80.05	80.32	5.54
Managing Organisational Behaviour	C108	A	52.29	88.97	74.60	74.97	7.33
Managing Organisational Behaviour	C108	B	53.57	87.97	72.09	71.78	7.13
Managing Organisational Behaviour	C108	C	53.46	87.58	71.83	72.43	7.32
Managing Organisational Behaviour	C108	D	54.70	90.20	72.40	72.22	6.32
Managing Organisational Behaviour	C108	E	59.13	89.98	73.90	73.90	7.18
Average	C108	All	54.63	88.94	72.96	73.06	7.05
Management Accounting	C106	A	65.87	99.20	87.91	89.80	7.72
Management Accounting	C106	B	66.23	99.00	87.15	87.63	7.19
Management Accounting	C106	C	65.77	100.00	86.37	87.37	7.49
Management Accounting	C106	D	65.67	100.00	87.83	88.50	6.84
Management Accounting	C106	E	71.07	100.00	86.73	87.62	7.39
Average	C106	All	66.92	99.64	87.20	88.18	7.33

Marketing	C105	A	29.90	85.98	73.54	74.06	7.87
Marketing	C105	B	58.04	90.19	72.69	72.51	6.73
Marketing	C105	C	45.14	84.49	71.49	71.96	6.84
Marketing	C105	D	39.88	87.08	71.50	70.63	7.26
Marketing	C105	E	60.55	89.58	73.35	72.74	6.24
Average	C105	All	46.70	87.46	72.52	72.38	6.99
Operations Management	C103	A	69.00	94.60	79.68	79.00	5.92
Operations Management	C103	B	45.30	95.00	79.59	80.00	7.16
Operations Management	C103	C	68.30	93.10	80.37	79.80	5.46
Operations Management	C103	D	59.40	92.20	79.92	80.30	6.71
Operations Management	C103	E	66.30	92.00	79.32	79.30	6.41
Average	C103	All	61.66	93.38	79.78	79.68	6.33
Marketing - with MarkStrat	C105	A	29.90	85.98	73.54	74.06	7.87
Marketing - with MarkStrat	C105	B	55.57	90.19	72.04	71.95	7.32
Marketing - with MarkStrat	C105	C	45.14	84.49	71.49	71.96	6.84
Marketing - with MarkStrat	C105	D	39.88	87.08	71.20	70.63	7.73
Marketing - with MarkStrat	C105	E	35.44	89.58	72.45	72.46	8.06
Average	C105	All	41.19	87.46	72.14	72.21	7.56
Developing Entrepreneurial Opportunities	C160	A	51.51	76.98	62.72	63.25	5.34
Developing Entrepreneurial Opportunities	C160	B	52.36	78.78	62.75	62.15	5.92
Developing Entrepreneurial Opportunities	C160	C	54.01	74.02	64.51	63.93	4.69
Developing Entrepreneurial Opportunities	C160	D	54.93	77.94	66.04	66.93	5.18
Developing Entrepreneurial Opportunities	C160	E	27.00	71.60	61.93	62.70	6.48
Average	C160	All	47.96	75.86	63.59	63.79	5.52
Global Economic Environment	C161	A	61.65	89.75	75.70	76.35	6.42
Global Economic Environment	C161	B	34.00	97.15	77.40	77.75	9.35
Global Economic Environment	C161	C	61.65	84.15	71.82	71.25	5.27
Global Economic Environment	C161	D	57.25	85.59	73.52	74.09	6.41
Global Economic Environment	C161	E	32.50	85.34	71.97	71.71	8.04
Average	C161	All	49.41	88.39	74.08	74.23	7.10
Business, Government & Society	C166	A	60.84	93.34	80.03	80.84	6.96
Business, Government & Society	C166	B	61.67	89.17	77.06	77.50	5.67
Business, Government & Society	C166	C	65.00	93.34	80.30	80.42	5.90
Business, Government & Society	C166	D	69.38	97.50	81.52	81.25	5.18
Business, Government & Society	C166	E	75.00	98.75	85.63	85.00	5.74
Average	C166	All	66.38	94.42	80.91	81.00	5.89
Average	All	All	58.27	91.19	77.46	77.78	6.69

MBA2018 Core Courses 1st Year							
Course Title	Course Code	Stream	Minimum	Maximum	Average	Median	Std Dev
Financial Accounting	C101	A	65.84	93.94	82.80	83.49	6.67
Financial Accounting	C101	B	65.89	94.76	82.36	82.90	6.97
Financial Accounting	C101	C	65.81	93.86	83.57	83.56	6.32
Financial Accounting	C101	D	64.82	93.37	82.23	83.38	6.15
Financial Accounting	C101	E	69.28	96.17	84.31	86.06	6.72
Average	C101	All	66.33	94.42	83.05	83.88	6.57
Managerial Economics	C109	A	67.79	99.50	87.76	89.32	7.26
Managerial Economics	C109	B	61.92	97.50	86.59	87.35	7.23
Managerial Economics	C109	C	66.48	99.80	85.63	85.51	7.09
Managerial Economics	C109	D	66.29	98.24	84.17	84.82	8.25
Managerial Economics	C109	E	72.11	98.55	87.94	89.62	6.99
Average	C109	All	66.92	98.72	86.42	87.32	7.36
Corporate Finance	C111	A	70.72	96.60	87.80	88.25	5.02
Corporate Finance	C111	B	72.75	97.15	88.72	89.65	5.35
Corporate Finance	C111	C	70.98	97.18	88.27	89.03	4.55
Corporate Finance	C111	D	67.78	96.30	87.62	88.30	5.45
Corporate Finance	C111	E	75.18	96.85	89.51	89.90	4.69
Average	C111	All	71.48	96.82	88.38	89.03	5.01
Strategy	C112	A	67.00	91.00	78.45	78.75	4.78
Strategy	C112	B	61.00	92.50	75.84	75.75	6.64
Strategy	C112	C	66.50	90.00	78.55	78.75	4.87
Strategy	C112	D	66.50	90.00	77.56	78.00	5.45
Strategy	C112	E	68.00	92.00	78.15	78.00	5.49
Average	C112	All	65.80	91.10	77.71	77.85	5.45
Data, Models & Decisions	C124	A	64.65	90.85	78.43	78.80	5.98
Data, Models & Decisions	C124	B	63.90	91.90	78.47	78.95	6.17
Data, Models & Decisions	C124	C	62.60	91.20	79.61	79.50	5.96
Data, Models & Decisions	C124	D	64.05	92.20	77.55	77.73	6.57
Data, Models & Decisions	C124	E	68.05	93.70	79.32	79.35	5.56
Average	C124	All	64.65	91.97	78.68	78.87	6.05
Managing Organisational Behaviour	C108	A	64.00	90.10	74.28	74.20	5.64
Managing Organisational Behaviour	C108	B	34.10	89.15	74.85	75.38	7.80
Managing Organisational Behaviour	C108	C	60.00	89.50	73.67	73.40	5.92
Managing Organisational Behaviour	C108	D	59.80	87.30	74.51	73.85	6.16
Managing Organisational Behaviour	C108	E	60.35	89.90	75.11	74.35	6.68
Average	C108	All	55.65	89.19	74.48	74.24	6.44
Management Accounting	C106	A	61.20	84.70	72.39	71.80	5.53
Management Accounting	C106	B	52.90	86.40	72.40	73.00	7.31
Management Accounting	C106	C	62.50	87.90	73.68	73.75	5.62
Management Accounting	C106	D	63.00	84.40	73.21	72.90	4.92
Management Accounting	C106	E	60.00	84.70	73.93	73.80	5.35
Average	C106	All	59.92	85.62	73.12	73.05	5.75

Marketing	C105	A	7.50	53.35	40.74	41.75	6.67
Marketing	C105	B	31.60	55.55	42.30	42.35	5.08
Marketing	C105	C	34.45	54.05	43.17	43.25	4.26
Marketing	C105	D	28.85	51.10	42.66	42.78	4.41
Marketing	C105	E	32.00	51.35	42.44	42.10	4.34
Average	C105	All	26.88	53.08	42.26	42.45	4.95
Operations Management	C103	A	48.89	93.44	79.97	80.19	6.30
Operations Management	C103	B	52.30	95.00	79.67	80.00	6.78
Operations Management	C103	C	70.01	90.93	80.05	80.18	5.05
Operations Management	C103	D	66.22	89.96	78.24	77.80	5.43
Operations Management	C103	E	68.06	94.00	80.25	80.57	5.48
Average	C103	All	61.10	92.67	79.64	79.75	5.81
Marketing - with MarkStrat	C105	A	28.63	83.45	68.37	68.65	6.75
Marketing - with MarkStrat	C105	B	58.31	86.89	70.41	70.63	6.12
Marketing - with MarkStrat	C105	C	59.45	86.30	70.77	71.82	5.19
Marketing - with MarkStrat	C105	D	61.55	80.32	70.32	70.32	4.72
Marketing - with MarkStrat	C105	E	58.37	83.98	70.37	70.87	5.53
Average	C105	All	53.26	84.19	70.05	70.46	5.66
Developing Entrepreneurial Opportunities	C160	A	5.06	92.03	70.61	71.85	10.48
Developing Entrepreneurial Opportunities	C160	B	52.41	89.02	70.85	71.41	7.98
Developing Entrepreneurial Opportunities	C160	C	51.29	85.69	71.46	71.64	6.50
Developing Entrepreneurial Opportunities	C160	D	51.57	87.94	73.87	74.78	7.28
Developing Entrepreneurial Opportunities	C160	E	61.66	92.48	76.55	75.58	7.16
Average	C160	All	44.40	89.43	72.67	73.05	7.88
Global Economic Environment	C161	A	64.50	89.50	76.98	76.75	4.95
Global Economic Environment	C161	B	64.00	88.50	76.15	76.00	5.09
Global Economic Environment	C161	C	65.33	90.67	76.83	76.83	5.07
Global Economic Environment	C161	D	59.50	89.50	75.43	75.50	5.90
Global Economic Environment	C161	E	61.50	84.50	73.55	73.25	4.88
Average	C161	All	62.97	88.53	75.79	75.67	5.18
Business, Government & Society	C166	A	65.53	85.63	76.81	78.48	4.66
Business, Government & Society	C166	B	55.00	92.50	74.34	75.00	7.69
Business, Government & Society	C166	C	58.00	89.00	76.49	76.50	7.36
Business, Government & Society	C166	D	34.50	89.00	79.34	80.00	7.69
Business, Government & Society	C166	E	60.00	92.50	81.75	83.00	7.23
Average	C166	All	54.61	89.73	77.75	78.60	6.93
Average	All	All	58.00	88.11	75.38	75.71	6.08

MBA2019 Core Courses 1st Year							
Course Title	Course Code	Stream	Minimum	Maximum	Average	Median	Std Dev
Accounting	C101	A	69.10	95.87	87.48	88.17	4.47
Accounting	C101	B	79.29	94.65	87.03	87.37	3.80
Accounting	C101	C	61.42	94.46	86.71	87.42	5.92
Accounting	C101	D	65.33	94.68	86.05	87.10	5.25
Accounting	C101	E	50.65	91.95	85.20	86.66	7.14
Average	C101	All	61.42	95.87	86.67	87.42	4.84
Finance I	C111	A	74.11	97.75	86.56	87.55	4.71
Finance I	C111	B	68.90	97.90	86.38	87.27	5.82
Finance I	C111	C	68.81	96.55	87.14	88.01	5.59
Finance I	C111	D	68.69	97.71	86.30	86.80	6.12
Finance I	C111	E	71.33	96.33	86.16	86.56	5.19
Average	C111	All	68.69	97.90	86.49	87.29	5.51
Strategy	C112	A	70.50	88.00	78.14	78.50	3.40
Strategy	C112	B	64.50	89.50	77.82	78.00	5.68
Strategy	C112	C	67.50	90.00	77.97	78.50	4.32
Strategy	C112	D	66.50	90.00	78.20	78.00	4.99
Strategy	C112	E	70.00	86.00	78.56	79.00	3.95
Average	C112	All	64.50	90.00	78.13	78.00	4.53
Managing organisational behaviour	C108	A	53.38	83.75	68.25	67.50	7.17
Managing organisational behaviour	C108	B	70.50	94.00	83.52	83.50	4.58
Managing organisational behaviour	C108	C	72.00	94.50	83.76	84.25	4.88
Managing organisational behaviour	C108	D	72.25	93.25	84.82	84.50	4.76
Managing organisational behaviour	C108	E	58.25	86.00	71.86	71.75	5.62
Average	C108	All	42.50	94.50	78.35	79.75	8.98
Marketing	C105	A	51.50	84.80	72.14	72.90	7.30
Marketing	C105	B	58.20	89.40	72.75	72.30	7.39
Marketing	C105	C	56.35	84.85	71.75	72.35	5.77
Marketing	C105	D	58.50	87.80	71.59	70.80	7.32
Marketing	C105	E	57.60	85.60	70.94	70.50	6.64
Average	C105	All	51.50	89.40	71.82	72.00	6.90
Operations Management	C103	A	58.95	93.51	76.85	77.10	7.39
Operations Management	C103	B	55.14	90.87	73.31	73.05	6.61
Operations Management	C103	C	50.64	88.61	74.44	73.79	7.15
Operations Management	C103	D	59.27	92.29	76.62	76.50	6.63
Operations Management	C103	E	59.20	92.18	75.23	74.81	6.73
Average	C103	All	50.64	93.51	75.27	75.05	7.01
Data Analytics for managers	C170	A	54.00	90.80	76.92	77.20	7.72
Data Analytics for managers	C170	B	57.40	93.40	93.40	79.20	7.87
Data Analytics for managers	C170	C	62.00	93.80	80.38	82.00	7.49
Data Analytics for managers	C170	D	58.60	96.40	79.18	79.00	8.31
Data Analytics for managers	C170	E	56.40	91.60	78.85	79.00	7.70
Average	C170	All	54.00	96.40	78.69	79.00	8.00
Managing Responsibly: Ethics in Work, Organization	C171	A	54.00	94.33	72.73	73.00	9.26
Managing Responsibly: Ethics in Work, Organization	C171	B	52.33	87.53	74.99	76.57	8.55
Managing Responsibly: Ethics in Work, Organization	C171	C	55.00	91.33	69.17	68.33	6.52
Managing Responsibly: Ethics in Work, Organization	C171	D	57.00	90.13	75.49	77.00	8.10
Managing Responsibly: Ethics in Work, Organization	C171	E	51.67	86.27	71.12	71.67	6.22
Average	C171	All	51.67	94.33	72.73	73.00	8.15

Microeconomics for managers	C173	A	70.16	98.50	89.54	90.23	5.37
Microeconomics for managers	C173	B	74.23	97.68	88.72	89.35	5.59
Microeconomics for managers	C173	C	72.78	98.73	88.82	89.64	5.56
Microeconomics for managers	C173	D	69.57	98.62	90.01	90.84	4.93
Microeconomics for managers	C173	E	76.32	99.08	89.62	89.98	4.61
Average	C173	All	69.57	99.08	89.34	90.05	5.23
Macroeconomics for managers	C172	A	61.25	98.75	85.94	87.50	6.97
Macroeconomics for managers	C172	B	70.00	96.88	87.49	88.75	6.08
Macroeconomics for managers	C172	C	67.50	97.50	84.69	86.25	6.94
Macroeconomics for managers	C172	D	73.13	96.88	87.21	87.50	5.47
Macroeconomics for managers	C172	E	68.75	98.75	84.55	85.00	6.35
Average	C172	All	67.50	98.75	85.99	86.88	6.38
Assessing Performance for Strategy Execution	TC01	A, B	62.50	100.00	96.86	99.17	5.96
Assessing Performance for Strategy Execution	TC01	C,D	88.00	100.00	95.24	96.00	3.69
Average	TC01	All	62.50	100.00	96.45	98.75	5.51
Business Analytics	TC03	A	73.30	88.40	81.30	81.10	2.81
Business Analytics	TC03	B	69.65	87.05	81.58	81.75	3.26
Business Analytics	TC03	C,D	54.61	93.45	83.79	84.29	5.12
Average	TC03	All	54.61	93.45	82.63	82.63	4.37
Customer and Market Insights**	TC07	A	33.25	86.75	72.91	74.50	9.86
Customer and Market Insights**	TC07	D	33.25	87.25	71.16	72.75	9.68
Average	TC07	All	33.25	87.25	72.18	73.25	9.79
Developing Entrepreneurial Opportunities**	TC10	A	69.89	86.95	77.64	77.72	4.42
Developing Entrepreneurial Opportunities**	TC10	B	66.24	87.70	76.10	76.51	4.97
Developing Entrepreneurial Opportunities**	TC10	C	54.66	83.56	72.75	73.03	5.80
Developing Entrepreneurial Opportunities**	TC10	D	57.89	82.93	73.70	74.34	5.46
Average	TC10	All	54.66	87.70	75.04	75.43	5.48
Digital Strategy	TC11	A	60.30	83.60	70.51	70.05	5.20
Digital Strategy	TC11	B	55.40	88.60	69.18	68.45	6.64
Digital Strategy	TC11	C	68.50	92.00	79.17	79.20	5.97
Digital Strategy	TC11	D	69.00	90.80	79.30	79.50	4.75
Average	TC11	All	55.40	92.00	74.55	74.50	7.38
Finance II**	TC04	A	33.60	98.05	84.67	85.98	8.90
Finance II**	TC04	B	71.73	98.05	86.02	85.05	6.63
Finance II**	TC04	C	67.50	100.00	87.65	88.14	6.99
Finance II**	TC04	D	35.00	100.00	86.50	87.98	9.28
Average	TC04	All	31.50	100.00	84.20	86.35	12.94
Financial Reporting for Today's Economy	TC02	A	73.38	97.60	87.80	88.18	5.96
Financial Reporting for Today's Economy	TC02	C	77.88	98.16	89.33	89.40	5.13
Financial Reporting for Today's Economy	TC02	D	67.72	95.69	84.87	86.93	7.99
Average	TC02	All	63.91	98.16	87.24	88.22	6.87
Global Economic Analysis	TC06	A	68.50	95.50	83.71	83.50	6.60
Global Economic Analysis	TC06	C	62.50	96.00	82.91	84.00	6.97
Global Economic Analysis	TC06	D	61.50	96.50	82.33	83.00	7.20
Average	TC06	All	61.50	96.50	82.89	83.50	6.95
LondonCAP	TC05	A	68.31	88.20	77.95	77.71	3.61
LondonCAP	TC05	B	62.95	86.00	75.32	76.20	4.62
LondonCAP	TC05	C	64.11	79.91	72.75	73.33	3.40
LondonCAP	TC05	D	61.10	78.09	69.96	69.88	3.56
Average	TC05	All	61.10	88.20	74.05	74.44	4.84
Marketing Planning Under Competition**	TC08	A-D	38.20	92.83	77.29	78.23	8.20
Average	TC08	All	38.20	92.83	77.29	78.23	8.20
Strategic Economic Analysis**	TC09	A-D	23.31	96.70	82.39	85.71	13.15
Average	TC09	All	23.31	96.70	82.39	85.71	13.15

Value Chain Management	TC12	A	54.00	97.41	86.76	88.24	6.99
Value Chain Management	TC12	B	65.05	95.17	85.08	86.09	7.53
Value Chain Management	TC12	C	65.89	96.72	84.17	84.20	5.92
Value Chain Management	TC12	D	62.75	97.47	82.28	84.04	7.90
Average	TC12	All	54.00	97.47	84.97	85.59	7.15

**** Results after the first exam sitting only. Doesn't include resit results as they are still awaited/due to take place.**

Appendix 2 Failure Data - Fails at first attempt

Core Course	MBA2017	MBA2018	MBA2019
Understanding General Management	0	2	4
Global Leadership Assessment for Managers	1	0	22
Leadership Launch	0	0	0
Finance 1 (Previously Corporate Finance Part 1)	12	1	0
Corporate Finance Part 2	4	0	NA
Managerial Economics	1	3	0
Data, Models and Decisions Part 1	4	22	NA
Data, Models and Decisions Part 2	8	4	NA
Strategy	10	2	3
Accounting (previously Financial Accounting)	5	3	0
Management Accounting	1	20	NA
Managing Organisational Behaviour	1	2	0
Marketing	14	7	11
Operations Management	1	3	3
Global Economic Environment	13	1	NA
Discovering Entrepreneurial Opportunities	1	4	NA
Business, Government and Society	1	1	NA
London Business Experience	11	1	NA
Global Business Experience	-	0	-
Capstone	-	1	-
	2015/16	2016/17	2017/18
Languages	6	6	NA
Data Analytics for Managers	NA	NA	10
Managing Responsibly: Ethics in Work, Organization	NA	NA	0
Microeconomics for managers	NA	NA	0
Macroeconomics for managers	NA	NA	1
Assessing Performance for Strategy Execution	NA	NA	0
Business Analytics	NA	NA	0
Customer and Market Insights	NA	NA	5
Developing Entrepreneurial Opportunities	NA	NA	1
Digital Strategy	NA	NA	0
Finance II	NA	NA	
Financial Reporting for Today's Economy	NA	NA	0
Global Economic Analysis	NA	NA	0
LondonCAP	NA	NA	0
Marketing Planning Under Competition	NA	NA	0
Strategic Economic Analysis	NA	NA	1
Value Chain Management	NA	NA	0

Appendix 3: Assessment - Assessment Volume

		Number of Courses*	Class Participation**	Course work***	Mid-Term Exam	Final Exam	Total	Av/Course
MBA2017	AUT15	7	2	25	3	3	33	4.7
	SPR16	4	4	12	0	4	20	5.0
	SUM16	4	2	8	0	2	12	3.0
MBA2018	AUT16	7	2	27	3	3	35	5.0
	SPR17	4	4	12	0	4	20	5.0
	SUM17	4	2	8	0	2	12	3.0
MBA2019	AUT17	7	3	31	1	5	40	5.71
	SPR18	3	3	4	0	3	13	4.33
	Tailored Core (6 in SPR18 and 10 in SUM18)	12	8	25	0	5	38	3.16

*Excluding Languages in all 3 terms, and electives in SPR and SUM

** Number of courses that include 'traditional' Class Participation

*** assessments/student some will be group