



ROYAL AGRICULTURAL COLLEGE, CIRENCESTER

Programme Specification

MBA Advanced Farm Management

R GUIDE - OCTOBER 2011



ROYAL AGRICULTURAL COLLEGE, CIRENCESTER

PROGRAMME SPECIFICATION

MBA
Advanced Farm Management

NB

The information contained in this document is intended only as a guide to the programme. It does not constitute a legally binding document or contract between the individual and the Royal Agricultural College.

The information contained herein is correct at the time of going to print, but the College reserves the right to make changes to the structure of the programme, assessment methods, etc. at any time without prior notification. Any changes made however will be made known as soon as possible.

Rita Walsh - Programme Manager

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| | |
|---|---------------------------------|
| 1. Awarding Institution | Royal Agricultural College |
| 2. Teaching Institution | Royal Agricultural College |
| 3. Final Award Title(s) | MBA Advanced Farm Management |
| 4. UCAS Code(s) | N/A |
| 5. Relevant QAA Subject Benchmark Statement(s) and other reference points, e.g. FHEQ, FD qualification benchmark | Business and Management and MBA |
| 6. Details of accreditation by a professional/statutory body | |
| 7. Mode of study | Full-time or part-time |
| 8. Language of study | English |
| 9. Date of production/revision | Sept 2011 |
| 10. Educational Aims of the Programme | |

The programme aims to:

- provide students with opportunities to develop expertise in applying business management concepts in agriculture and the related industries
- facilitate access to the programme on a full or part-time basis
- provide a strong theoretical underpinning which enhances the student's previous work experience

and via a coherent an integrated teaching strategy allow students to:

- develop a broad knowledge and a conceptual base in the field of farm business management
- develop enquiring and creative minds tempered with critical and logical thinking for life long learning
- learn and practice the key skills required for both autonomous practice and team working
- gain confidence and clarity in the expression of their own academic and professional opinions

11. Intended Learning Outcomes

i. Knowledge and Understanding

The student will know and understand:-

- General business management disciplines (finance, economics, marketing, business strategy and personal and organisational change). In addition graduates of this programme will have industry specific knowledge and understanding relating to the agricultural industry and in particular the management of farms (A1).
- a theoretical basis of research methodologies appropriate to business management (A2)
- recent developments in the agricultural industry (A3)

Teaching and learning strategies

Knowledge and understanding will be acquired via lectures, seminars, visits, and guided independent and specific group work

Assessment will be via examinations and coursework including case studies, reports, presentations and through the dissertation

ii. Intellectual Skills

The student will be able to:-

- interpret data and abstract meaning (B1)
- critically analyse literature (B2)
- identify and solve problems (B3)
- demonstrate independence of thought (B4)
- develop skills of critical self reflection (B5)
- demonstrate the skills necessary to plan, conduct and report original research (B6)

Teaching and learning strategies

Intellectual skills are developed through the teaching and learning programme. Each programme involves discussion of key issues. Problem solving and analytical skills are assessed through projects and case studies and the dissertation. Through the dissertation students demonstrate their thinking and research skills.

iii. Practical / Professional Skills

The student will be able to:-

- evaluate business performance (C1)
- write for different audiences (C2)
- locate and critically appraise data and information from a variety of sources (C3)
- produce a bibliographically based piece of research (C4)
- choose between theories appropriate to various business situations (C5)
- construct and apply various survey techniques eg questionnaires and interviews (C6)
- manage project work effectively (C7)
- produce a business plan to a standard acceptable for securing credit to finance (C8)

Teaching and learning Strategies

Practical skills will be developed through the teaching and learning programme and via the coursework and dissertation. Skills are further developed through feedback on written coursework and through supervision sessions throughout the construction of the dissertation. Practical based skills are assessed via examination, coursework and the dissertation.

iv. Transferable Skills

The student will be able to:-

- learn through self reliance (D1)
- produce work in groups (D2)
- work effectively independently (D3)
- communicate effectively through presentations (D4)
- use information technology (D5)

Teaching and learning strategies and assessment

Transferable skills are acquired and assessed through examinations, coursework, presentations, seminars and the dissertation.

12. Programme Structure and requirements

The programme is offered either full or part time. The eight taught modules run over two terms from October to Easter. The dissertation is then written during the summer term and submitted by the following 10th January. An extension to the dissertation submission date of up to a further 12 months may be granted by agreement with the supervisor and the dissertation module manager, but additional fees will be charged.

The eight taught modules are divided into five core modules and three focus modules. The core modules are also studied by students on the other MBA courses; Agricultural and Food Industries, Equine Business Management and Wine Business Management. The focus modules are the industry specific modules which differentiate the Advanced Farm Management programme from the other MBAs.

Part time students would usually select to study the modules timetabled on one or two days a week in their first year and then complete the taught modules on the remaining days in the subsequent year(s).

The taught modules for the Advanced Farm Management programme are;

Core modules:

Marketing planning and strategy
Finance
Economics and policy
Personal and Organisational Change
Business strategy

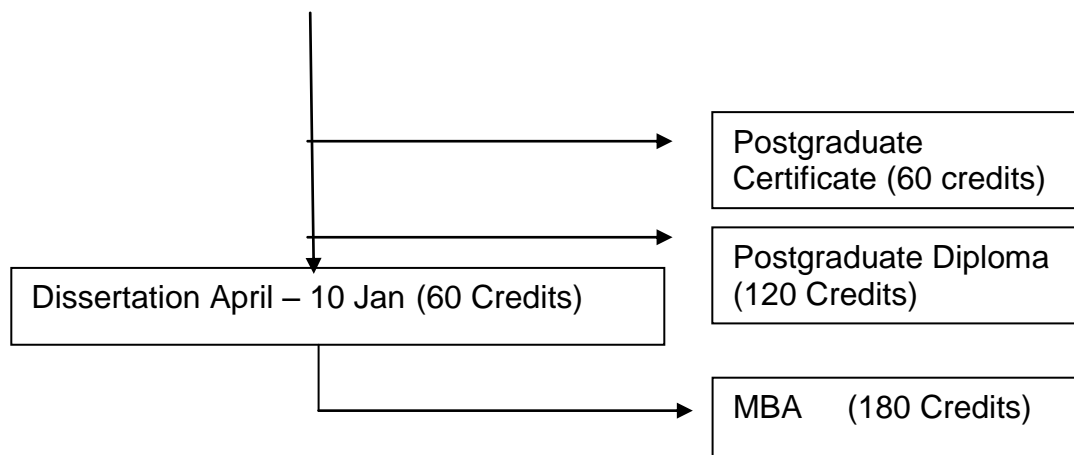
Focus Modules

Food Chain
Agricultural Management
Farm Business Management

Credit accumulation and awards

Each full module is worth 15 credits and the dissertation is worth 60 credits. In order for a student to be awarded an MBA Advanced Farm Management they must achieve 180 credits. A postgraduate diploma can be awarded for 120 credits and a postgraduate certificate for 60 credits.

| Taught Programme (October - March) | |
|---|--------------|
| Core modules | |
| Finance | (15 credits) |
| Economics and Policy | (15 credits) |
| Marketing planning and strategy | (15 credits) |
| Personal and Organisational Change | (15 credits) |
| Business Strategy | (15 credits) |
| Focus modules | |
| Food Chain | (15 credits) |
| Agricultural Management | (15credits) |
| Farm Business Management | (15credits) |



The award of the MBA will be based on the average of the overall average mark for the taught modules and the dissertation mark. Details of weightings can be found under the academic regulations section on the College intranet.

The final MBA classification will be graded on the weighted average as follows:-

Pass 50-59%

Merit 60-69%

Distinction 70% and above

Student workload

All full-time academic programmes at the RAC are constructed using a selection of modules, each of which requires engagement with a variety of learning activities. Successful completion of module assessments will result in the award of credits, and students are required to achieve a total of 120 credits for each year of a full-time programme.

The credit system is used to ensure a balanced workload across each programme, with each credit point representing a notional learning time of 10 hours of student work. Thus a 15-credit module will require a notional input of 150 hours of work, and a complete academic year of 120 credits will require 1200 hours of work, or approximately 40 hours per week.

Within this total time, students can expect to participate in formal timetabled activities; such as lectures, seminars, tutorials, and visits; for approximately one third of the total time – usually around 2 hours per week for a 15-credit module studied over 20 weeks of the year. Thus the majority of module activities; such as reading around the subject, preparing for tutorials and seminars, preparing for, and completing, module assessments and revision for, and sitting, examinations; will take place outside of these scheduled activities, but are an essential part of a student's learning journey.

Students attempting to short-cut their learning activities may find themselves experiencing difficulties as each module progresses, and as the level of assumed understanding increases. Thus it is vitally important that new students establish an effective routine for their studies as soon as possible. Maintaining a balanced workload from the start of the programme will help to avoid intense periods of activity, and ensure knowledge and understanding gradually develop throughout the year in readiness for any end-of-module examinations.

13. Student support services

Details of the range of support services available to students are provided in the RAC's Student Handbook. These include:

- Induction programme including information on learning resources
- Assistance with study skills and learning support available
- Module guides (available at the start of each module)
- Study skills packages
- Library and other learning resources
- E-mail and Internet facilities

- A personal tutor
- Learning support from subject tutors
- Assistance from teaching and learning support services
- English language support
- Services of Student Welfare Officer
- Availability of confidential local counselling services
- Careers advice through sessions with careers guidance personnel

14. Criteria for Admissions

The normal minimum requirement for entry to the programme is an honours degree at 2.1 level, or a HND awarded with a distinction profile, and a minimum of two years post graduation work experience. However, students with lower academic achievement but with more, relevant work experience may be considered for admission. Applicants whose first language is not English are required to achieve a minimum IELTS score of 6.5.

15. Teaching, learning and assessment

This programme is inclusive of disabled people (e.g. hearing impaired, vision impaired, speech impaired, dyslexic and mobility impaired) with particular regard to teaching, learning and assessment, in accordance with Part 10: Inclusive Practice of the College's Teaching Quality Handbook and the Disability Discrimination Act 2005. Students are encouraged to disclose any impairment to the Disability Officer so that the appropriate support can be provided. Students have the right to request that the nature of their impairment be treated as confidential.

The teaching learning and assessment are outlined with the programme outcomes in section 11.

16. Work-based learning

Not applicable.

17. Quality Assurance Procedures

RAC Procedures for Quality Assurance

These are described in the college's Teaching Quality Handbook and include procedures for:

- Programme and module development, monitoring and review
- student assessment, progression and awards
- assessment moderation and External examining

The Programme Management Team and Student Representation

A programme management team will be appointed the following membership:

- Programme Manager (Chair)
- Dean of the School of Business
- Student representatives

The programme management team will meet at least twice a year and its function will include discussion of general issues relating to teaching, learning resources, curriculum and careers guidance.

18. Marking Guides and Assessment Regulations

Details of the college's marking criteria guidelines for coursework and examinations which apply to this programme are available from the RAC intranet.

This programme is subject to the general RAC regulations of assessment. Details of these regulations are available from the RAC intranet.

19. Ownership of programme specification

The School of Business is the school responsible for the management of this programme

20. Curriculum Map

The curriculum map for this programme, showing where programme outcomes are assessed within the modular programme is shown in annex 1.

21. Career prospects

Students graduating from this MBA programme will be ideally suited for careers as farm or estate managers, in farm consultancy or management positions in related businesses.

22. Further information

The programme specification document is designed to be a concise summary of the main features of the MBA programme. More detailed information about the modules is available in the individual module handbooks and the module websites available from the colleges VLE. The college regulations, which include the assessment regulations, are available from the RAC intranet. The student handbook also includes details of the College's Equal Opportunities and Disabilities statements and the details of the learning resources available to student.

23. Module Reference Sheets

[List all modules contributing to the programme and include all module reference sheets as an Appendix]

The modules that make up this MBA programme are:

- 4021 Marketing planning and Strategy
- 4008 Economics and Policy
- 4013 Finance
- 4035 Business Strategy
- 4089 Personal and Organisational Change
- 4014 Food Chain
- 4001 Agricultural Management
- 4012 Farm Business Management
- 4006 Dissertation

The module reference sheets can be found on the College VLE (Gateway)
[www.http://gateway.rac.ac.uk](http://gateway.rac.ac.uk)

Annex 1: CURRICULUM MAP FOR MBA ADVANCED FARM MANAGEMENT (AFM)

X indicates where learning outcomes are developed and assessed (formatively and summatively, using a range of methods)

| MODULE | CODE | A1 | A2 | A3 | B1 | B2 | B3 | B4 | B5 | B6 | C1 | C2 | C3 | C4 | C5 | C6 | C7 | C8 | D1 | D2 | D3 | D4 | D5 |
|---|--|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|
| Marketing Planning and Strategy | 4021 | X | | | X | | | X | | | X | | | | | | | | | X | X | X | |
| Economics and policy | 4008 | X | | | | | | X | | | | | X | | X | | | | | | X | | |
| Finance | 4013 | X | | | X | | | | | | X | | | | X | | | X | | | X | | X |
| Business Strategy | 4035 | X | | | X | | X | | | | X | | | | X | | | | | | | | X |
| Personal and Organisational Change | 4089 | X | | | X | X | X | X | X | X | | X | | | | | | | X | X | X | X | X |
| Food Chain | 4014 | X | | X | X | | | X | | | | | X | | | | | | | | | X | |
| Agricultural Management | 4001 | X | | X | | | X | X | | | | | | | | | | | | | | X | |
| Farm Business Management | 4012 | X | | | X | | X | | | | X | X | | | | | | X | | X | | | |
| Dissertation | 4006 | | X | | | X | | X | X | X | | X | X | X | | X | X | | X | | X | | |
| KNOWLEDGE & UNDERSTANDING the student will know and understand:- | | | | | | | | | | | | | | | | | | | | | | | |
| A1 | the core module disciplines and the appropriate focus modules | | | | | | | | | | | | | | | | | | | | | | |
| A2 | a theoretical basis of research methodologies appropriate to business management | | | | | | | | | | | | | | | | | | | | | | |
| A3 | recent developments in the agricultural and related industries | | | | | | | | | | | | | | | | | | | | | | |
| COGNITIVE SKILLS the student will be able to:- | | | | | | | | | | | | | | | | | | | | | | | |
| B1 | interpret data and abstract meaning | | | | | | | | | | | | | | | | | | | | | | |
| B2 | critically analyse literature | | | | | | | | | | | | | | | | | | | | | | |
| B3 | identify and solve problems | | | | | | | | | | | | | | | | | | | | | | |
| B4 | demonstrate independence of thought | | | | | | | | | | | | | | | | | | | | | | |
| B5 | develop skills of critical self reflection | | | | | | | | | | | | | | | | | | | | | | |
| B6 | demonstrate the skills necessary to plan, conduct and report original research | | | | | | | | | | | | | | | | | | | | | | |
| PRACTICAL SKILLS the student will be able to:- | | | | | | | | | | | | | | | | | | | | | | | |
| C1 | evaluate business performance | | | | | | | | | | | | | | | | | | | | | | |
| C2 | write for different audiences | | | | | | | | | | | | | | | | | | | | | | |
| C3 | locate and critically appraise data and information from a variety of sources | | | | | | | | | | | | | | | | | | | | | | |
| C4 | produce a bibliographically based piece of research | | | | | | | | | | | | | | | | | | | | | | |
| C5 | choose between theories appropriate to various business situations | | | | | | | | | | | | | | | | | | | | | | |
| C6 | construct and apply various survey techniques eg questionnaires and interview | | | | | | | | | | | | | | | | | | | | | | |
| C7 | manage project work effectively | | | | | | | | | | | | | | | | | | | | | | |
| C8 | produce a business plan to a standard acceptable for securing credit to finance | | | | | | | | | | | | | | | | | | | | | | |
| TRANSFERABLE SKILLS the student will be able to:- | | | | | | | | | | | | | | | | | | | | | | | |
| D1 | learn through self reliance | | | | | | | | | | | | | | | | | | | | | | |
| D2 | produce work in groups | | | | | | | | | | | | | | | | | | | | | | |
| D3 | work effectively independently | | | | | | | | | | | | | | | | | | | | | | |
| D4 | communicate effectively through presentations | | | | | | | | | | | | | | | | | | | | | | |
| D5 | use information technology | | | | | | | | | | | | | | | | | | | | | | |