

A. Programme Specification

Programme Title: Master of Public Administration (Malawi Institute of Management)

Awarding Institution:	University of Bolton		
Teaching Institution:	University of Bolton and the Malawi Institute of Management (MIM)		
Division and/or Faculty/Institute:	Off Campus – International		
Professional accreditation	Professional body	Professional body URL	Status of graduates
Final award(s):	Master of Public Administration (MPA)		
Interim award(s)	-		
Exit or Fallback award(s)	Postgraduate Certificate Diploma HE		
Programme title(s)	Master of Public Administration (MPA)		
UCAS Code	-		
JACS Code	L231 Public Administration		
University Course Code(s)	-		
QAA Benchmark Statement(s)	<p>QAA Subject benchmark statement: Master's degrees in business and management http://www.qaa.ac.uk/Publications/InformationAndGuidance/Documents/BusinessManagementMasters.pdf</p> <p>QAA Master's degree characteristics http://www.qaa.ac.uk/Publications/InformationAndGuidance/Documents/MastersDegreeCharacteristics.pdf</p>		
Other internal and external reference points	<p>QAA Academic Infrastructure, including the Framework for Higher Education Qualifications and the Code of Practice</p> <p>UK Quality Code for Higher Education</p> <p>University of Bolton awards framework</p> <p>Consultation with MIM</p>		
Language of study	English		
Mode of study and normal	Full Time – 12 months		

period of study	Part Time - 24 months
<p>Admissions criteria</p> <ul style="list-style-type: none"> • UK Bachelor's degree or equivalent in relevant subject (e.g. public policy, politics, project management, business and management etc.) • One of the following: <ul style="list-style-type: none"> ○ Bachelors Degree with English as medium of instruction ○ GCSE or equivalent English Language grade C+ ○ TOEFL Computer Based Test Score 237 (or Paper Based Test 580) ○ IELTS Score 6.5 • At least two years relevant work experience. 	
<p>Additional admissions matters Applicants will be invited to attend an interview at MIM where above entry requirements have not been met.</p>	
<p>Fitness to practise declaration Not applicable</p>	
<p>Aims of the programme</p>	
<p>The principal aims of the programme are:</p> <ol style="list-style-type: none"> 1. To prepare students to serve as managers in the executive arm of local, national or regional government or in the non-governmental, non-profit and international public sector. 2. To provide students with the conceptual framework and practical skills necessary to succeed in public service roles with a particular focus on policy development and programme and project management. 3. To develop business and management skills required to operate in a world of 'New Public Management', which increasingly emphasises managerial efficiency, accountability and transparency. 4. To explore the topic of Public Administration as applied to the specific economic, institutional, geographic and cultural settings of Malawi. All modules are tailored to include relevant international, Sub-Saharan Africa and Malawi context. 	
<p>Distinctive features of the programme</p>	
<p>All modules are delivered in 'Block Mode' and follow the successful partnership model already adopted with MIM:</p> <ul style="list-style-type: none"> • 50% of lectures/workshops are delivered as a block of two days by a UoB Tutor • 50% are delivered by Local Tutors • Additional remote support is provided by Bolton staff through the Moodle virtual learning environment (VLE) which is used extensively in course delivery. <p>The programme provides the knowledge and skills needed to operate effectively in the public sector in a developing or transitional country context. It explores current trends in public administration, policy making, public finance and how these apply to the specific economic, institutional, geographic and cultural settings of Malawi. All modules are tailored to include relevant international, Sub-Saharan Africa and Malawi context.</p>	
<p>Programme learning outcomes</p> <ul style="list-style-type: none"> • Ability to understand public administration theories and apply public administration methodologies 	

- Ability to critically appraise, manage and evaluate policy and the policy making process
- Understanding of corporate governance and ability to apply good governance principles to public service roles
- Ability to apply current best practice management techniques to enhance strategic decision making, financial management and leadership
- Ability to undertake original research.

K. Knowledge and understanding

On completion of the programme successful students will be able to demonstrate systematic knowledge and understanding of:

1. Public administration and management approaches in historical and contemporary contexts
2. The Policy Cycle and approaches for appraising and evaluating a wide range of policy instruments employed in the public sector
3. Public sector governance approaches in historical and contemporary contexts
4. Public Sector Finance approaches and basic financial management
5. Risk and decision management techniques or e-business models and regulation
6. The main concepts of strategic leadership and personal development

C. Cognitive, intellectual or thinking skills

On completion of the programme successful students will be able to demonstrate the ability to:

1. Critically review research and theories relating to the scholarship and practice of public administration
2. Reflect on their own learning practice and professional experience
3. Undertake independent learning, enquiry, research and citation
4. Demonstrate skills of critical thinking, conceptualisation and analysis
5. Apply theories, models and techniques to their own professional experience

P. Practical, professional or subject-specific skills

On completion of the programme successful students will be able to demonstrate the ability to:

1. Present a well-structured research proposal with emphasis on content, clarity, conciseness and style
2. Undertake project/policy appraisal and evaluation using a variety of tools
3. Produce a Policy Implementation Plan
4. Manage basic public sector project/programme finances
5. Produce a Personal Development Plan

T. Transferable, key or personal skills

On completion of the programme successful students will be able to demonstrate the ability to:

1. Undertake self-development and self-management.
2. Work with others - teamwork, interpersonal skills, peer review and reflection
3. Clearly express themselves in verbal and written English, including ability to present to peers and debate
4. Apply quantitative techniques
5. Self-manage and develop and implement personal and professional development plans
6. Formulate hypotheses or build theory
7. Work within an ethics and value management framework
8. Use ICT, including for communication, information search and learning

Programme structure

Taught Modules = 20 credits per module
 Dissertation = 60 credits

Core Modules (compulsory)

- Public Policy and Administration
- Corporate Governance in Public Sector
- Strategic Leadership
- Research Skills for Business and Management
- Finance for Managers

Optional Modules (pick two)

- E-Business Strategy and Models
- Risk and Decision Management

Dissertation (compulsory)

The Masters of Public Administration (MPA) is part of a hierarchy of awards consisting of:

- Post Graduate Certificate of Public Administration = exit award 60 credits.
- Post Graduate Diploma of Public Administration 6 modules (6 X 20 credits) = exit award 120 credits.
- Master of Public Administration: 6 modules (6 X 20 credits) + dissertation (60 credits) = final award 180 credits.

Module Code	Module title	Core/ Option/ Elective (C/O/E)	Credits	Length (1, 2 or 3 periods)
EBU4023	Public Policy and Administration	C	20	1
EBU4024	Corporate Governance in the Public Sector	C	20	1
EBU4026	Strategic Leadership	C	20	1
EBU4028	Public Sector Finance	C	20	1
EBU4010	Research Skills for Business and Management	C	20	1
EBU4007	E-Business Strategy and Models	O	20	1
ACC4019	Risk and Decision Management	O	20	1
EBU5000	Dissertation	C	60	3

Learning and teaching strategies

A variety of teaching and learning methods are employed throughout the programme in order to ensure the acquisition and development of appropriate concepts, knowledge and skills. Some of these you will experience during formally timetabled workshops with a Module Tutor or Local Tutor. Others you may adopt personally to facilitate your own learning. Learning and Teaching Approaches include the following:

- Workshops delivered by Module and Local Tutors contain a mixture of lectures and seminar type delivery. Active learning is encouraged through discussions and group exercises which encourage participation and a sharing of experiences.
- Significant use of the moodle VLE is also made to extend the classroom and create a community of learning/practice with your fellow students. Some modules will require you to participate in online discussions to develop your understanding and reflect on your own experience.
- This is supplemented by the creation of Study Groups to promote action learning. Study Groups may meet face to face, via moodle or a mixture of both.

An emphasis is placed on creating a learning environment that reflects on your own work

experience and cultural background.

Modules in Malawi are delivered in Block Mode with face to face delivery concentrated into a two day block at the start of the module and a two day block in the middle of the module:

- 50% of lectures/seminars are delivered by a University of Bolton Tutor as a block of two days at the beginning of the module. This ensures that you are introduced to the key concepts and learning requirements of the module early on.
- 50% is delivered by a Local Tutor as a block of two days in the middle of the module. This provides you with an opportunity to cover additional content, review and deepen understanding and raise any issues or concerns you may have.
- Additional Tutorial Support is provided face to face by the Local Tutor with remote support available from the University of Bolton Tutor.

Additional material will be provided on the University's Virtual Learning Environment (VLE), Moodle.

It is important to realise that the time spent with a tutor during formally timetabled classes is only a small part of the learning time identified for a module. In addition to the contact time with lecturers, a significant amount of personal study should be undertaken. Each module (20 credits) should equate to approximately 200 learning hours. This personal study time should be spent, for example, engaging in general background reading, preparing for seminar/online activities and working on assignments.

Learning activities (KIS entry)

Part Time

	Year	
	1	2
Scheduled learning and teaching activities	18%	5%
Guided independent study	82%	95%

Full Time

	Year
	1
Scheduled learning and teaching activities	12%
Guided independent study	88%

Assessment strategy

The overall assessment strategy is designed to support student learning, measure achievement against learning outcomes and maintain standards. Two types of assessment are designed into

the Programme:

- **Summative Assessment** is used to measure the extent of your success in meeting the intended learning outcomes of a module and contributes to your final grade.
- **Formative Assessment** has a developmental purpose and is designed to help you learn more effectively by giving you feedback on your performance and on how it can be improved and/or maintained.

The University defines Masters level as the 'display of mastery of a complex and specialized area of knowledge and skills, employing advanced skills to conduct research or advanced technical and professional activity and accepting accountability for all related decision making'. The primary purpose of Summative Assessment is to enable you to demonstrate that you have fulfilled the objectives of the Masters programme in relation to the specific learning outcomes of each module. Learning outcomes can be found in the Module Specifications.

A wide range of methods are used to assess your learning including essays, case studies, reports, online activities, presentations and the production of a dissertation. This intentional variety of assessment methods results in the production of versatile and flexible graduates who can make an immediate contribution to an organization.

You will be provided with detailed feedback on your Summative Assessments within 20 working days of submission. The purpose of feedback is to both evaluate the quality of your work and to assist you in improving quality in future. Written feedback is provided but you can request a Skype Tutorial with the University of Bolton Tutor.

Where more than one Summative Assessment is used to measure your performance in a module, scheduling is such that adequate time can be dedicated to each task. You will be given an Assignment Brief for each module which will contain information relating to assignment instructions, assessment criteria and hand-in dates.

Formative Assessment is also used to help you to assess your progress and to help your tutors provide guidance for improvement. At least two formative assessments will be set by your Module Tutor/Local Tutor in each module. These will be aligned to your Summative Assessments and enable you to extend your knowledge and/or practice assessment methods. Whilst the mark you achieve for these will not contribute to your final grade, you are expected to complete these tasks.

Assessment methods (KIS entry)

Part Time

	Year	
	1	2
Written exams	33%	0%
Coursework	67(65)%	15%
Presentation	(2)%	25%
Dissertation		60%

N.B. Figures in brackets correct if E-Business Models optional module is selected.

Full Time

	Year
	1
Written exams	29%

Coursework 59 (58)%

Presentation 3 (4)%

Dissertation 9%

N.B. Figures in brackets correct if E-Business Models optional module is selected.

Assessment regulations

The programme adheres to the Assessment Regulations for Postgraduate Modular Programmes [http://www.bolton.ac.uk/Quality/QAECContents/APPR/Documents/pdf/AssesRegs-PGMProg-main2009\(ExExam\).pdf](http://www.bolton.ac.uk/Quality/QAECContents/APPR/Documents/pdf/AssesRegs-PGMProg-main2009(ExExam).pdf)

Grade bands and classifications

Grade Description

Work of exceptional quality	High	80+
	Middle	75-79
	Low	70-74

Work of very good quality	High	67-69
	Middle	64-66
	Low	60-63

Work of good quality	High	57-59
	Middle	54-56
	Low	50-53

Work of satisfactory quality	High	47-49
	Middle	44-46
	Low	40-43

Borderline fail 35-39

Fail Below 35

A student shall be recommended for the award of Masters Degree with Distinction if (a) their overall average mark for the taught modules and dissertation/project contributing to the required 180 credits is at least 70% and (b) the dissertation/project mark is at least 70%.

Role of external examiners

External examiners are appointed for all programmes of study. They oversee the assessment process and their duties include: approving assessment tasks, reviewing assessment marks, attending assessment boards and reporting to the University on the assessment process.

Support for student learning

- The programme is managed by a Link Tutor with support from a Programme Leader
- An induction programme introduces student to the University, the programme and the delivery method (including the Virtual Learning Environment, moodle)

- The Link Tutor is responsible for student support and guidance
- Personal Development Planning (PDP) is integrated into the programme
- Students are provided with feedback on formative and summative assessments from the University of Bolton Module Tutor or the Local Tutor
- Students have access to online support services offered by the University in addition to support services provided by MIM
- Access to online Library and IT services (and physical library if on campus)
- Access to the Students' Union advice services
- Students are provided with Programme Handbooks which provide information about the programme and University regulations

Methods for evaluating and enhancing the quality of learning opportunities

- Programme committees with student representation
- Module evaluations by students
- Students surveys, e.g. Postgraduate Taught Experience Survey (PTES)
- Annual quality monitoring and action planning through Programme Quality Enhancement Plans (PQEPs), Data Analysis Report (DARs) Subject Annual Self Evaluation Report (SASERs), Faculty Quality Enhancement Plans (FQEPs), University Quality Enhancement Plan (UQEP)
- Peer review/observation of teaching
- Professional development programme for staff
- External examiner reports

Other sources of information

Student portal (<http://bolton.ac.uk/Students/Home.aspx>)

Students Union (<http://www.ubsu.org.uk>)

Programme Handbook (<http://elearning.bolton.ac.uk/course/view.php?id=7048>)

Module database (add link)

Moodle (<http://elearning.bolton.ac.uk/course/view.php?id=7048>)

External examiners reports

<http://www.bolton.ac.uk/Quality/QAECContents/ExternalExaminersReports/Home.aspx>

Malawi Institute of Management

<http://www.mim.org>

Document control

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Learning outcomes map

Module title	Mod Code	Status C/O/ E	K 1	K 2	K 3	K 4	K 5	K 6	C 1	C 2	C 3	C 4	C 5	P 1	P 2	P 3	P 4	P 5	T 1	T 2	T 3	T 4	T 5	T 6	T 7	T 8	
Level 7																											
Public Policy and Administration	EBU4023	C	A	A					A	A	D	A	A		A	T			D	A	A	T		T	D		
Corporate Governance in the Public Sector	EBU4024	C	A	A	A				A	A	D	A	D		A				D	D	A	T			D		
Strategic Leadership	EBU4026	C						A		A	D	A	A					A	T	A	A				D		
Public Sector Finance	EBU4028	C	D	D		A			A		D	A	D				A		D	D	A	A			D		
Research Skills for Business and Management	EBU4010	C							A		D	A	D	A					D	D	A	T	A	T	D		
E-Business Strategy and Models	EBU4007	O					A		A		D	A	D						D	D	A				D		
Risk and Decision Management	ACC4019	O					A		A		D	A	D						D	D	A	A			D		
Dissertation	EBU5000	C							A	D	D	A	D	A					D	D	A		A	T	D		

K. Knowledge and understanding P. Practical, professional and subject specific skills C. Cognitive, Intellectual and thinking skills T. Transferable, key or personal skills
Complete the grid using the following (Developed = D, Taught = T, Assessed = A)

Module listing Master of Public Administration (Malawi Institute of Management)

Module title	Mod Code	New? ✓	Level	Credits	Type	Core/Option /Elective C/O/E	Pre-requisite module	Assessment 1			Assessment 2			Assessment 3		
								Assessment type	Assessment %	Add Y if final item	Assessment type	Assessment %	Add Y if final item	Assessment type	Assessment %	Add Y if final item
Public Policy and Administration	EBU4023	✓	7	20	STAN	C	-	CW	30		CW	70	Y			
Corporate Governance in the Public Sector	EBU4024	✓	7	20	STAN	C	-	CW	50		EX	50	Y			
Strategic Leadership	EBU4026	✓	7	20	STAN	C	-	CW	50		EX	50	Y			
Public Sector Finance	EBU4028	✓	7	20	STAN	C	-	CW	50		EX	50	Y			
Research Skills for Business and Management	EBU4010		7	20	STAN	C	-	CW	50		CW	50	Y			
E-Business Strategy and Models	EBU4007		7	20	STAN	O	-	CW	40		PRE	10		EX	50	Y
Risk and Decision Management	ACC4019		7	20	STAN	O	-	CW	50		EX	50	Y			
Dissertation	EBU5000		7	60	DISS	C	EBU4010	IS	60		CW	15		PRE	25	Y

Bolton Key Core Curriculum requirements

Module Title	Module Code	C/O/E	Employability											Bolton Values		
			PDP	Communication	Team work	Organisation & Planning	Numeracy	Problem solving	Flexibility & adaptability	Action planning	Self awareness	Initiative	Personal impact & confidence	Inter-nationalisation	Environmental sustainability	Social, public and ethical responsibility
Public Policy and Administration	EBU4023	C		D	D	D	T	D	D	T		D	D	D	T	T
Corporate Governance in the Public Sector	EBU4024	C		D	D	D	T	D	D			D	D	D	T	T
Strategic Leadership	EBU4026	C	A	T	D	D		D	D	A	A	D	T	D		T
Public Sector Finance	EBU4028	C		D	D	D	A	D	D			D	D	D		T
Research Skills for Business and Management	EBU4010	C		D	D	T	T	D	D	D		D	D	D		T
E-Business Strategy and Models	EBU4007	O		D	D	D		D	D			D	D	D		
Risk and Decision Management	ACC4019	O		D	D	D	T	D	D			D	D	D	T	T
Dissertation	EBU5000	C		D		T		D	D	D		D	D	D		

Complete the grid using the following (Developed = D, Taught = T, Assessed = A)