UNIVERSITY OF Southampton

Programme Specification 2018/19

8226 - Master of Business Administration (MBA) (PT)
8226 – MBA Generalist pathway
8227 – MBA Entrepreneurship pathway
8228 – MBA Maritime pathway

This specification provides a concise summary of the main features of the programme and the learning outcomes that a typical student might reasonably be expected to achieve and demonstrate if s/he takes full advantage of the learning opportunities that are provided.

Awarding Institution	University of Southampton
Teaching Institution	University of Southampton
Mode of study	Part time
Duration in years	2.5 years (30 months following standard progression for a PT student)
Accreditation details	Association of MBAs
Final Award	Master of Business Administration (Generalist), Master of Business Administration (Entrepreneurship), Master of Business Administration (Maritime)
Name of award	Master of Business Administration
Interim Exit awards	Postgraduate Certificate in Business Administration Postgraduate Diploma in Business Administration
FHEQ level of final award	7
UCAS code	N/A
QAA Subject Benchmark or other external reference	Type 3 – a career development generalist masters' award in business and management
Programme Lead	Dr Nuno Da Camara
Date specification was written	01/02/2012
Date Programme was validated	06/06/2018
Date Specification last updated	06/06/2018

Programme overview

Brief outline of the programme

The MBA degree is a generalist post-experience master of management study, with a strong professional and practical orientation to the curriculum. Its transformative nature supports career enhancement, change and acceleration. The learning processes build on existing, relevant work experience, emphasising the development of your business skills and managerial practice through an understanding of current theory and conceptual frameworks across a broad selection of management subjects. A critical focus of the programme is the application of knowledge to real business problems. There are three stages to the programme, which emphasise the developmental journey beginning with learning fundamental business skills, followed by learning more complex and integrative business skills and culminating in the mastery of overall business management and leadership skills. The three stages are:

1. **Mastering Fundamentals (60 CATS)**
   The first stage of the programme focuses on subjects that are fundamental to the running of any business, namely People & Organisations, Accounting, Digital & Data-Driven Marketing, Operations Management, Corporate Finance and Global Business Environment. These basic building blocks of business management are also utilised in Stage 2 and 3, especially in Leading Sustainability, Innovation & Change and the final 'capstone' Business Project.

2. **Mastering Complexity (60 CATS)**
   The second stage of the programme tackles the complex and integrative nature of business management and leadership to prepare students for the challenges of growth and change in organisations. Modules include Business Analytics & Risk; Strategy & Decision Making; and Leading Sustainability, Innovation & Change. Leading Sustainability, Innovation & Change is the final taught module, which integrates the learning from previous modules in an applied group consultancy process that takes place on the international study trip. This stage also the development of specialist knowledge via the optional modules, which further adds to the challenges of mastering complexity in specific business functions and sectors.

3. **Mastering Business (60 CATS)**
   The third, and final, stage of the programme allows students to demonstrate their individual mastery of business management and leadership in a 'capstone' business project for an organisation or sector of their own choosing. This is an individual and independent project in which students can bring together all their learning on the programme to help solve a chosen business problem or challenge. The Business Project is undertaken in an area chosen by the student and is supervised by a member of Faculty. There is a series of workshops to prepare students for the Business Project, which cover research methods and associated skills such as client management and business planning.

Leadership Development Programme (LDP)

The programme also includes a non-credit bearing component called the **Leadership Development Programme (LDP),** which provides a series of workshop based sessions on leadership skills and behaviours; coaching sessions; guest speakers on contemporary themes in business and management and careers and employability sessions. The activities contained within the LDP are summarised in Table 1 below.

LDP runs throughout the year, acting as a critical 'spine' to the learning and development throughout the MBA. LDP also links in to the individual reflective assignments on three core modules: People and Organisations,, Leading Sustainability, Innovation & Change and the Business Project. Students are asked to complete three learning logs which are submitted with the three individual reflective assignments. The coaching sessions are timed to help students prepare the learning logs that support the reflective assignments. The timing of these coaching sessions and reflective assignments is shown in Table 1 below.

Table 1. Leadership Development Programme (LDP)

OverviewActivity	Description	Timing	Assessment
STAGE 1			
Coaching	Session 1	Year 1 (November)	n/a
Leadership Skills and Behaviours	Workshops on various topics, including: • Team roles and Teamwork • Organisational Culture • Personality Assessment • Performance Appraisal • Negotiation skills • Cross-cultural Awareness • Decision-Making • Mindfulness and Well-being.	Year 1 (October – December)	Stage 1 Learning Log submitted with Individual Reflection (2000 words) – 70% - People & Organisations module (Submission date - January, Year 1)
STAGE 2			
Coaching	Session 2	Year 2 (October)	n/a
Guest speaker series Employability sessions	• Guest speaker sessions (Talks and seminars) • Employability sessions (Talks and seminars)	Year 1 2 (ongoing)	Stage 2 Learning Log submitted with Individual Reflection (2000 words) – 40% - Leading Sustainability, Innovation & Change module (Submission date – May, Year 2)
STAGE 3			
Coaching	Session 3	Year 2 (May)	n/a
Business Project	• Independent research activity as part of the Business Project		Individual reflection on Business Project (1000 words) – assessed as part of the whole project/assignment (Submission date – January, Year 3)

Throughout the programme you will be challenged to reflect on the development of your leadership skills. As part of the module People & Organisations, you will be asked to reflect on your leadership development needs in Stage 1 of the programme. In Leading Sustainability, Innovation & Change, at the end of Stage 2, you will reflect on your development as a leader during the MBA programme. Finally, as part of the Business Project in Stage 3, you will reflect on your experience of your independent and integrative research project.

Optional Pathways (20 CATS)

There is one generalist pathway and two specialist pathways on the MBA, each of which involves taking two optional subjects (each optional subject is worth 10 CATS). These pathways lead to differently named awards, namely MBA (Generalist), MBA (Entrepreneurship) and MBA (Maritime).

You can either choose to take one of the following three pathways:

Generalist Pathway

Choose two from the following five general options:
Project Management

- Supply Management
- Strategic Brand Communications
- International Banking
- Responsible Leadership
- *Can undertake Business Project in any area of business.*

Specialist Entrepreneurship Pathway

Choose:

- Entrepreneurship & New Venture Design
- Business Planning
- *Must undertake Business Project in relevant Entrepreneurship area.*

Specialist Maritime Pathway

Choose:

- Maritime Law
- Maritime Operations & Risk
- *Must undertake Business Project in relevant Maritime area.*

Specialist pathways are intended for individuals who wish to develop their careers in specific industry sectors and areas of professional expertise, and can be a very useful way to show additional expertise in these areas, beyond the main generalist content of the MBA programme. They are appropriate both for people who already have experience in these areas and for those who are looking to change profession and/or sector. If you choose a specialist pathway you must do your Business Project in this area.

Or, alternatively, you may wish to take the *generalist pathway* in which you can choose any two options from the five generalist optional modules.. The *generalist pathway* is intended for individuals who wish to develop their careers in any industry sector, with a view to achieving positions with significant management and leadership content.

Accreditations

The programme is accredited by the Association of MBAs (AMBA), which is an internationally recognised award of excellence for MBA programmes. In addition, the programme is accredited by the Association to Advance Collegiate Schools of Business (AACSB), which is an internationally recognised award of excellence in business education.

Special features of the programme

Residential Study Week

The programme includes a residential week in an international setting as part of the final taught module on Leading Sustainability, Innovation & Change. The week will include a consultancy project undertaken for a local organisation, accompanied by a series of sessions on local business culture and visits to local businesses. The consultancy project will apply the learning from the module to a business problem in a local organisation. This is a group consultancy project undertaken by team of between 4 to 6 students. Due to the highly integrative nature of the consulting project, the groups are also encouraged to apply learning from other parts of the MBA to the business problem they are faced with in the local organisation.

Business Project

The Business Project acts as a mechanism for you to synthesize your previous learning and apply it to an independent piece of work. The module introduces students to business research methods and requires the initial development of a proposal for the Business Project. Once approved, you can then start the Business Project. Completing a Business Project gives you a unique opportunity to undertake an extended piece of personal research on a topic of your own choosing. You will be allocated a supervisor – if possible we will aim to

match your research interests with those of the staff within the Business School. Business Projects can take a number of forms, for example:

- Empirical work involving quantitative or qualitative analysis of collected data.
- A case study of a particular firm or industry.
- Study of a particular problem in an organisation or industry.
- A survey of business practice in a particular context.
- A business plan which can be used for a new business venture.

The Business Project should not exceed 12,000 words overall and includes the following two pieces of assessed work:

- Proposal (2,000 words)
- Main Project (10,000 words, incl. 1,000 word reflection)

The Proposal must be completed before progressing onto the Main Project. The reflection can be submitted at the end of the Summer period along with the Main Project.

As a part-time student you will be given six months after the completion of all the taught modules to complete the Business Project; and the whole programme should be completed over a period of between 24 and 36 months. You should complete the whole programme in less than five years.

Learning and teaching

The MBA has a high number of contact hours – just over 500 for the whole programme - in order to allow for a real balance of theoretical and applied learning in the classroom. This conforms to the standard set by the Associations of MBAs (AMBA), which accredits MBA programmes globally. The overall contact hours for the MBA are set out in Table 2 below:

Table 2. Overall Contact Hours for MBA Programme

Modules and Learning Activities	**Code**	**Contact Hours**	**CATS**	**ECTS**
Induction Programme Introduction and Study Skills	**n/a**	**15**	**0**	**0**
Leadership Development Programme (LDP)	**n/a**	**60**	**0**	**0**
People & Organisations	MANG6359	30	10	5
Accounting	MANG6360	30	10	5
Digital & Data-Driven Marketing	MANG6361	30	10	5
Operations Management	MANG6362	30	10	5
Corporate Finance	MANG6363	30	10	5
Global Business Environment	MANG6364	30	10	5
Business Analytics & Risk	MANG6365	30	10	5
Strategy & Decision-Making	MANG6366	30	10	5
Leading Sustainability, Innovation & Change	MANG6367	60	20	10
Options	various	60	20	10
Business Project	MANG6377	30	60	30
International study trip with consulting project (part of Leading Sustainability, Innovation & Change)	MANG6367	40	-	-
TOTAL	**n/a**	**505**	**180**	**90**

In Table 2.1 below, you can see a typical breakdown of the contact hours over the delivery period for the programme (30 months).

Table 2.1 Contact Hours and Delivery for PT MBA Programme

Modules Name	Contact Hours	Number of Days	Delivery Location	Delivery (9am – 5pm)	Timing
CORE MODULES					
People & Organisations (MANG6359)	30	4	Classroom	Fri - Sat	Year 1 (October)
Accounting (MANG6360)	30	4	Classroom	Fri - Sat	Year 1 (November)
Digital & Data-Driven Marketing (MANG6361)	30	4	Classroom	Fri - Sat	Year 1 (December – January)
Operations Management (MANG6362)	30	4	Classroom	Fri - Sat	Year 1 (February)
Corporate Finance (MANG6363)	30	4	Classroom	Fri - Sat	Year 1 (March)
Global Business Environment (MANG6364)	30	4	Classroom	Fri - Sat	Year 1 (May)
Business Analytics & Risk (MANG6365)	30	4	Classroom	Fri - Sat	Year 2 (November)
Strategy & Decision-Making (MANG6366)	30	4	Classroom	Fri - Sat	Year 2 (October)
Leading Sustainability, Innovation & Change (MANG6367)	60	8	Classroom	Fri - Sat	Year 2 (April)
Business Project (includes research methods workshops) (MANG6377)	30	4	Classroom	Fri - Sat	Year 2 (June)
TOTAL	**330**				
OPTION MODULES					
Option modules	60	8	Classroom	Mon- Thu	Year 2 (February – March)
TOTAL	**60**				
OTHER LEARNING ACTIVITIES					
Induction Programme Introduction and Study Skills	15	2	Classroom	Fri - Sat	Year1 (September)
Leadership Development Programme (LDP) - classroom	30	4	Classroom	Mon- Thu (including evenings)	Year 1 & 2 (ongoing)
Leadership Development Programme (LDP) – off-site	30	4	Off-site	Fri-Sat	
International study trip with consulting project	40	5-6	International	Mon- Fri	Year 2 (May)
TOTAL	**115**				
TOTAL	**505**				

MBA lecturers understand the need to allow and encourage critical and evaluative reflection and contribution from the class in any teaching context. Many teaching sessions also include, at some point, small group discussions or exercises, again providing opportunity for peer group interaction. You are free to contribute at any time in class. Much of these comments will be based on your work experience or practices employed in your own organisations. Such interventions frequently reveal a huge variety in managerial practice and lead into discussions about why this is so.

A particularly important feature of the MBA is the use of teamwork and group assessment, in addition to individual coursework and exams. This provides more in-depth opportunities for you to learn from one another's experience, compared with whole class discussions, and also provides a strong incentive to develop skills in managing and leading a group. Teamwork is therefore critical to the development of management and leadership skills, which are highly transferable to employment following the course.

You will gain an understanding and knowledge of the various techniques and approaches to business and management through a mixture of lectures; group discussions and practical exercises; case studies; simulations; 'live' business projects, reading and assessed coursework. The curriculum design includes use of international case studies as appropriate, a sharing of cultural understanding in teamwork and the consideration of contemporary business trends and issues in decision-making and problem-solving.

The integrative nature of the programme is reflected in Stage 2 (Mastering Complexity) and Stage 3 (Mastering Business) of the programme. In Stage 2, the Leading Sustainability, Innovation & Change module tests your understanding of the connections between different subjects in Stage 1 and Stage 2 and it is expected that you draw from the full range of MBA modules to provide a business solution to the client. In Stage 3, it is expected that you also draw from different elements of the MBA and apply your integrative knowledge to the individual Business Project that you will carry out with an organisation.

Delivery

The part-time programme is designed for learners in full-time employment and delivered over two and half years (30 months), with two years (24 months) for the taught modules and 6 months for the Business Project.

Part-time classes for the core taught modules take place in two-day blocks on Friday and Saturdays, which take place 12 times a year for two years. These are held approximately once every three weeks, as follows:

Year 1 (24 days) – 12 x 2 day blocks (Friday/Saturday)
Year 2 (16 days) - 8 x 2 day blocks (Friday/Saturday)
Year 3 (no classes) – Business Project undertaken with an individual supervisor

Typically, the core modules will be delivered in sequence, i.e. delivered in two consecutive Friday/Saturday blocks.

In addition, in year 2, you will attend classes for two optional modules, each of which will take place as a 4-day block, held from Monday–Thursday.

Also in year 2, there will be an international study trip which is a week long residential programme that forms part of the Leading Sustainability, Innovation and Change module.

In addition, the Leadership Development Programme (LDP) will require you to attend a series of workshops that are held either during the week or Friday/Saturday (please refer to Table 2.1).

Assessment

Modules are summatively assessed through differing combinations of examination and course work, both individual and group based, with some using exclusively one or two of these forms. These are intentionally varied, in order to test different aspects of the learning and also cater for different learning styles. Assessments are designed to test your understanding of material covered and ability to apply concepts and theories to business and management problems. Assessments can be either individual or group based.

Summative assessment on the programme includes: written unseen examinations or time-based assignments, "standard" essays, reflective papers and group-based work. The programme aims to have a relatively even split between individual assignments (37%), exam and time-restricted assignments (39%), while also reflecting the importance of group-based assignments in an MBA programme (24%).

The exact split of summative assessment across the core taught modules, which represents 50 ECTS (100 CATS), is shown in the table below:

Table 3. Assessment Type for MBA Core Taught Modules

Assessment Type for Core Taught Modules (excludes Options and Business Project)	**ECTS**	**CATS**
Individual Essay	11	22
Reflective	7.5	15
Individual Assignment	**18.5**	**37**
Examination	12.5	25
Timed assignments	7	14
Examination (or Timed Assignment)	**19.5**	**39**
Group Report	9	18
Group Report + Presentation	3	6
Group	**12**	**24**
TOTAL	**50**	**100**

Formative feedback normally occurs as a preparation for summative assessment, for example, via 'mock' presentations in class or 'mock' exams or a tutor's feedback on a draft plan for an individual or a group assignment. There are two types of formative feedback, either oral or written, which is given to you by the tutor. Formative feedback is provided in all modules of the programme as detailed in the module profiles.

Educational aims of the programme

The aims of the programme are to:

- Develop a broad appreciation and understanding of the principles, concepts, terminology, purpose and practice of management in contemporary organisations
- Develop an awareness of the opportunities afforded, and the constraints imposed, by the environments in which organisations and their managers operate
- Provide opportunities for exploring key areas of management theory and practice in depth, and reflect on their application to your business environment and that of other students
- Enhance your effectiveness as a manager and business leader through the development of a critical awareness of research skills, management theory and practice
- Provide opportunities for the development of key skills, such as teamwork, leadership, planning, oral and written communication, self management, problem solving, decision making and numeracy
- Provide a stimulating, challenging, informed and friendly learning environment, which encourages learning from peers and lecturers alike
- Provide opportunities for developing self-awareness, reflecting, on your learning experience and orientating your career towards your desired goals and objectives
- Enhance your understanding of the interdependent nature of strategies, decisions and managerial practice in an applied setting

Programme learning outcomes

A. Knowledge and understanding

Having successfully completed this programme you will be able to demonstrate knowledge and understanding of:

A1. Fundamental business skills in people management, accounting, finance, marketing, and operations, and how they contribute to effective business management.
A2. How businesses are affected by the global environment, including issues of business ethics and multiple stakeholder management.
A3. Complex business applications and approaches, including business analytics, risk management, strategy, decision-making, sustainability, innovation and change, and how they contribute to effective business management.
A4. The integration of different business management functions and tools and how they can be applied to solve business problems.

A5. How to conduct research into business and management issues and how the findings can be used to solve business problems.

Entrepreneurship Pathway:
A6. Business entrepreneurship and new venture design.

Maritime Pathway:
A7. The specific issues of business and management in the maritime sector.

B. Subject specific intellectual and research skills

Having successfully completed this programme you will be able to:

B1. Apply fundamental business skills in people management, accounting, finance, marketing, operations to the effective management of business.
B2. Integrate issues of the global environment, including business ethics and multiple stakeholder management, into key business decisions.
B3. Apply complex business applications and approaches, including business analytics, risk management, strategy, decision-making, sustainability, innovation and change, to the effective leadership of business.
B4. Integrate business management functions and tools in the solution of business problems, making suitable recommendations to organisations.
B5. Conduct research into business and management issues and use the findings to solve business and management problems, making suitable recommendations to organisations.

Entrepreneurship Pathway:
B6. Create and develop new enterprises by applying entrepreneurial skills to business ventures.

Maritime Pathway:
B7. Apply specific knowledge of issues in the maritime sector to the management of businesses in that area.

C. Transferable and generic skills

Having successfully completed this programme you will be able to:

C1. Write effectively for business purposes.
C2. Manage individual tasks, personal resources and time effectively.
C3. Think critically and argue effectively.
C4. Work effectively as part of a task-orientated and diverse group.
C5. Present effectively for business purposes.
C6. Reflect on your learning and personal development as a manager and/or leader in business.
C7. Interpret and analyse quantitative data related to business issues, using appropriate financial and/or statistical skills and models to solve problems.
C8. Demonstrate consultative management skills with client organisations.
C9. Work independently on a business research project.

Postgraduate Certificate learning outcomes

Having successfully completed the PG Certificate you will be able to demonstrate:

Some knowledge and understanding of:
- Fundamental business skills in people management, accounting, finance, marketing, and operations, and how they contribute to effective business management (A1)

Some ability to:
- Write effectively for business purposes (C1).
- Manage individual tasks, personal resources and time effectively (C2).
- Think critically and argue effectively (C3).

You should be aware that as the PG Certificate is based on the attainment of credit rather than on passing specific modules you will be able to demonstrate the specific learning outcomes relating to the modules which you have passed.

Postgraduate Diploma learning outcomes

Having successfully completed the PG Diploma you will be able to demonstrate:

A good knowledge and understanding of:

- Fundamental business skills in people management, accounting, finance, marketing, and operations, and how they contribute to effective business management (A1)

A good ability to:
- Write effectively for business purposes (C1)
- Manage individual tasks, personal resources and time effectively (C2).
- Think critically and argue effectively (C3).

You should be aware that as the PG Diploma is based on the attainment of credit rather than on passing specific modules you will be able to demonstrate the specific learning outcomes relating to the modules which you have passed.

Programme structure

Typical course content

The programme can be completed part-time (30 months).

You are required to complete:

- ALL the core modules totalling 50 ECTS (100 CATS)
- Optional core modules totalling at least 10 ECTS (20 CATS)
- The Business Project carrying 30 ECTS (60 CATS)

Summary structure of the programme

See Appendix 3

Assessment mapping

See Appendix 2

Additional costs

Students are responsible for meeting the cost of essential textbooks, and of producing such essays, assignments, laboratory reports and business projects are required to fulfil the academic requirements for each programme of study. Costs that students registered for this programme typically also have to pay for are included in **Appendix 4.**

Progression requirements

The programme follows the University's regulations for **Progression, Determination and Classification of Results: Standalone Masters programmes** as set out in the University Calendar.

- All **core** modules must be passed at 50% or above.
- If you should FAIL a module you will be required to take a referral. Please note that you can only be referred in a total of 30 ECTS (60 CATS). Referrals must be taken in the Supplementary Period following initial failure.
- If you proceed directly to repeat you will not be permitted to be referred in any modules should you fail to meet the progression requirements after the repeat year.
- The provisions for refer and repeat will only apply to the taught modules; the business project may be resubmitted once only.

Programme assessment scheme

The marking scheme used at postgraduate level is:

0-49%	Fail
50-59%	Pass
60-69%	Merit
70% and above	Distinction

Specific guidance on what is expected in assessed work for individual modules will be given by the module tutors. However, the following characteristics are offered as a general guide:

Intermediate exit points

You will be eligible for an interim exit award if you complete part of the programme but not all of it, as follows:

Qualification	Minimum overall credit in ECTS /CATS	Minimum ECTS/CATS required at level of award
Postgraduate Diploma	at least 60/120	45/90
Postgraduate Certificate	at least 30/60	20/40

Support for student learning

There are facilities and services to support your learning some of which are accessible to students across the University and some of which will be geared more particularly to students in your particular Faculty or discipline area.

The University provides:

- library resources, including e-books, on-line journals and databases, which are comprehensive and up-to-date; together with assistance from Library staff to enable you to make the best use of these resources
- high speed access to online electronic learning resources on the Internet from dedicated PC Workstations onsite and from your own devices; laptops, smartphones and tablet PCs via the Eduroam wireless network. There is a wide range of application software available from the Student Public Workstations.
- computer accounts which will connect you to a number of learning technologies for example, the Blackboard virtual learning environment (which facilitates online learning and access to specific learning resources)
- standard ICT tools such as Email, secure filestore and calendars.
- access to key information through the MySouthampton Student Mobile Portal which delivers timetables, Module information, Locations, Tutor details, Library account, bus timetables etc. while you are on the move.
- IT support through a comprehensive website, telephone and online ticketed support and a dedicated helpdesk in the Hartley Library.
- Enabling Services offering support services and resources via a triage model to access crisis management, mental health support and counselling.
- assessment and support (including specialist IT support) facilities if you have a disability, long term health problem or Specific Learning Difficulty (e.g. dyslexia)
- the Student Services Centre (SSC) to assist you with a range of general enquiries including financial matters, accommodation, exams, graduation, student visas, ID cards
- Career Destinations, advising on job search, applications, interviews, paid work, volunteering and internship opportunities and getting the most out of your extra-curricular activities alongside your degree programme when writing your CV
- Other support that includes health services (GPs), chaplaincy (for all faiths) and 'out of hours' support for students in Halls (18.00-08.00)
- A Centre for Language Study, providing assistance in the development of English language and study skills for non-native speakers.

The Union Southampton provides

- an academic student representation system, consisting of Course Representatives, Academic Presidents, Faculty Officers and the Vice-President Education; Union Southampton provides training and support for all these representatives, whose role is to represent students' views to the University.
- opportunities for extracurricular activities and volunteering
- an Advice Centre offering free and confidential advice including support if you need to make an academic appeal
- Support for student peer-to-peer groups, such as Nightline.

Associated with your programme you will be able to access:

- an individual license for the use of an e-book package that is tailored to the core modules of the programme

Methods for evaluating the quality of teaching and learning

You will have the opportunity to have your say on the quality of the programme in the following ways:

- Completing student evaluation surveys for each module of the programme
- Acting as a student representative on various committees, e.g. Staff: Student Liaison Committees, Faculty Programmes Committee OR providing comments to your student representative to feedback on your behalf.
- Serving as a student representative on Faculty Scrutiny Groups for programme validation
- Taking part in programme validation meetings by joining a panel of students to meet with the Faculty Scrutiny Group

The ways in which the quality of your programme is checked, both inside and outside the University, are:

- Regular module and programme reports which are monitored by the Faculty
- Programme validation, normally every five years.
- External examiners, who produce an annual report
- Professional body accreditation/inspection
- A national Research Assessment Exercise (our research activity contributes directly to the quality of your learning experience)
- Higher Education Review by the Quality Assurance Agency for Higher Education

Career opportunities

The MBA is a general management programme for individuals with a range of different backgrounds. Thus, career opportunities are broad. We often see individuals changing professional areas, consolidating existing careers, or returning to their previous/existing work environments. The MBA is an accepted management qualification that indicates that you are able to understand and operate in organisations irrespective of your chosen area of specialism/profession.

External Examiner(s) for the programme

Name: Dr Cigdem Gogus	**Institution:** University of Reading,
Name: Dr Gareth Edwards	**Institution**: UWE, University of the West of England
Name: Professor John Powell	**Institution**: Exeter University
Name: Dr Maria P Scaparra	**Institution:** Kent Business School

Students must not contact External Examiner(s) directly, and external examiners have been advised to refer any such communications back to the University. Students should raise any general queries about the assessment and examination process for the programme with their Course Representative, for consideration through Staff: Student Liaison Committee in the first instance, and Student representatives on Staff: Student Liaison Committees will have the opportunity to consider external examiners' reports as part of the University's quality assurance process.

External examiners do not have a direct role in determining results for individual students, and students wishing to discuss their own performance in assessment should contact their personal tutor in the first instance.

Please note: This specification provides a concise summary of the main features of the programme and the learning outcomes that a typical student might reasonably be expected to achieve and demonstrate if s/he takes full advantage of the learning opportunities that are provided. More detailed information can be found in the programme handbook (or other appropriate guide) or online at https://www.sbs.ac.uk/

As a research-led University, we undertake a continuous review of our programmes to ensure quality enhancement and to manage our resources. As a result, this programme may be revised during a student's period of registration; however, any revision will be balanced against the requirement that the student should receive the educational service expected. Please read our Disclaimer to see why, when and how changes may be made to a student's programme.

Programmes and major changes to programmes are approved through the University's programme validation process which is described in the University's Quality handbook.

Revision History

1. Validated Feb 2012
2. Revisions approved by Senate 19 June 2013 as part of new programme validation process
3. Minor changes made to form guidance on completion of Intended Learning Outcomes, and Learning outcomes and Assessment Mapping document template, for clarity; and changes to wording of support for student learning section, altering to second person throughout – agreed with the Chair and to be reported to UPC October 2013
4. New template sept 2014
5. Changes to module assessments due to AMBA accreditation approved at FPC 14/09/2015
6. Transferred to new template 01/10/2015
7. Transferred to new template 27/02/17
8. Transferred to new template 01/10/2015
9. Amended as part of MBA programme revalidation (2017/18)

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Appendix 1

PT Master of Business Administration learning outcomes mapping document

Core = (Cr), Optional Core = (OCr), Compulsory = (Cm)

Module Code	Module Title	A1	A2	A3	A4	A5	A6	A7	B1	B2	B3	B4	B5	B6	B7	C1	C2	C3	C4	C5	C6	C7	C8	C9
		Knowledge and Understanding							Subject Specific Intellectual Skills							Transferable & General Skills								
MANG6359	People & Organisations (Cr)	X		X					X							X	X		X		X			
MANG6360	Accounting (Cr)	X	X	X					X		X					X	X					X		
MANG6361	Digital & Data-Driven Marketing (Cr)	X	X						X	X						X	X	X	X					
MANG6362	Operations Management (Cr)	X		X					X							X	X	X		X				
MANG6363	Corporate Finance (Cr)	X	X						X	X						X	X					X		
MANG6364	Global Business Environment (Cr)	X	X	X					X	X						X	X	X	X	X	X			
MANG6365	Business Analytics & Risk (Cr)	X		X							X							X				X		
MANG6366	Strategy & Decision Making (Cr)	X	X	X						X	X					X	X	X	X	X				
MANG6367	Leading Sustainability, Innovation & Change (Cr)	X	X	X	X	X			X	X	X	X	X			X	X		X		X		X	
MANG6377	Business Project (Cr)	X	X	X	X	X			X	X	X	X	X			X	X				X			X
ENTREPRENEURSHIP PATHWAY																								
MANG6368	Entrepreneurship & New Venture Design (OCr)	X		X			X		X		X			X		X	X		X					
MANG6369	Business Planning (OCr)	X		X			X		X		X			X		X	X		X					
MARITIME PATHWAY																								
MANG6370	Maritime Operations & Risk (OCr)	X	X	X				X	X	X	X				X	X				X	X			
MANG6371	Maritime Law (OCr)	X		X				X	X		X				X	X				X				
GENERALIST PATHWAY																								
MANG6372	Project Management	X	X	X					X	X	X					X								
MANG6373	Supply Management	X	X	X					X	X	X					X	X	X						
MANG6374	International Banking	X		X					X		X					X	X					X		
MANG6375	Strategic Brand Communications	X	X	X					X		X					X	X		X					
MANG6376	Responsible Leadership	X	X	X					X	X	X					X		X	X	X				

Appendix 2

PT Master of Business Administration assessment mapping document

Core = (Cr), Optional Core = (OCr), Compulsory = (Cm)

Module Code	Module Title	Assessment 1	Assessment 2
MANG6359	People & Organisations (Cr)	Reflective report (incl LDP learning log)– 2,000 words - 70%	Group report – 2,000 words 30%
MANG6360	Accounting (Cr)	Examination – 3 hours – 100%	
MANG6361	Digital & Data-Driven Marketing (Cr)	Timed report (practical report) 2,000 words – 70%	Group assignment – 2,000 words – 30%
MANG6362	Operations Management (Cr)	Report – 4,000 words – 100%	
MANG6363	Corporate Finance (Cr)	Examination (3 hours) 100%	
MANG6364	Global Business Environment (Cr)	Report – 2,000 words – 70%	Group report – 1,500 words and presentation – 30%
MANG6365	Business Analytics & Risk (Cr)	Examination – 2 hours – 50%	Simulation report – 2,000 words + 2 simulation models – 50%
MANG6366	Strategy & Decision Making (Cr)	Timed report (case study) 2,000 words – 70%	Group report – 1,500 words – and presentation - 30%
MANG6367	Leading Sustainability, Innovation & Change (Cr)	Reflective report (incl LDP learning log) – 2,000 words - 40%	Group report – 6,000 words – and presentation - 60%
MANG6377	Business Project (Cr)	Project proposal 2,000 words (must be approved before progressing to project) 0%	Project 10,000 words (incl. 1,000 word reflection + LDP learning log) – 100%
MANG6368	Entrepreneurship and New Venture Design (OCr)	Report – analysis of the new venture design process (2,000 words) – 70%	Group report – new venture presentation 30 mins - 30%
MANG6369	Business Planning (OCr)	Business Plan (2,000 words) – 70%	Group report - Elevator Pitch (10 mins) – 30%
MANG6370	Maritime Operations & Risk (OCr)	Examination – 2.5 hours - 100%	
MANG6371	Maritime Law (OCr)	Essay (4,000 words) - 100%	
MANG6372	Project Management (OCr)	Report (4,000 words) - 100%	
MANG6373	Supply Management (OCr)	Report (4,000 words) – 100%	
MANG6374	International Banking (OCr)	Examination – 2.5 hours - 100%	
MANG6375	Strategic Brand Communications (OCr)	Group Presentation – 30 mins - 50%	Group Report (3,000 words) - 50%
MANG6376	Responsible Leadership (OCr)	Essay (4,000 words) 100%	

Appendix 3

PT Master of Business Administration programme structure

You MUST complete all Core modules and select at least 10 ECTS/20 CATS of Optional Core modules

Master of Business Administration Generalist Pathway (8226)

To study this pathway you need to choose any 2 modules from the 5 Generalist option modules (MANG6372 Project Management; MANG6373 Supply Management; MANG6375 Strategic Brand Communications; MANG6374 International Banking; MANG6376 Responsible Leadership) **Master of Business Administration Entrepreneurship Pathway (8227)**

To to study this pathway you need to choose MANG6368 Entrepreneurship & New Venture Design and MANG6369 Business Planning.

Master of Business Administration Maritime Pathway (8228)

To study this pathway you need to choose MANG6371 Maritime Law and MANG6370 Maritime Operations & Risk.

Year 1 Semester 1				**Year 2 Semester 1**				**Year 3 Semester 1**			
Modules	**ECTS**	**CATS**	**Core, Compulsory or Option**	**Modules**	**ECTS**	**CATS**	**Core, Compulsory or Option**	**Modules**	**ECTS**	**CATS**	**Core, Compulsory or Option**
MANG6359 People & Organisations	5	10	Core	MANG6365 Business Analytics and Risk	5	10	Core	MANG6377 Business Project	30	60	Core
MANG6360 Accounting	5	10	Core	MANG6366 Strategy & Decision Making	5	10	Core				
MANG6361 Digital & Data-Driven Marketing	5	10	Core								
Year 1 Semester 2				**Year 2 Semester 2**							
MANG6362 Operations Management	5	10	Core	MANG6367 Leading Sustainability, Innovation & Change	10	20	Core				
MANG6363 Corporate Finance	5	10	Core	MANG6368 Entrepreneurship & New Venture Design	5	10	Optional Core				
MANG6364 Global Business Environment	5	10	Core	MANG6369 Business Planning	5	10	Optional Core				
				MANG6370 Maritime Operations & Risk	5	10	Optional Core				
				MANG6371 Maritime Law	5	10	Optional Core				
				MANG6372 Project Management	5	10	Optional Core				
				MANG6373 Supply Management	5	10	Optional Core				
				MANG6374International Banking	5	10	Optional Core				
				MANG6375 Strategic Brand Communications	5	10	Optional Core				
				MANG6376 Responsible Leadership	5	10	Optional Core				

Appendix 4

PT Master of Business Administration additional costs

Students are responsible for meeting the cost of essential textbooks, and of producing such essays, assignments, laboratory reports and business projects as are required to fulfil the academic requirements for each programme of study. In addition to this, students registered for this programme typically also have to pay for the items listed in the table below.

In some cases you will be able to choose modules (which may have different costs associated with that module) which will change the overall cost of a programme to you. Details of such costs will be listed in the Module Profile. Please also ensure you read the section on additional costs in the University's Fees, Charges and Expenses Regulations in the University Calendar available at www.calendar.soton.ac.uk.

Main Item	Sub-section	PROGRAMME SPECIFIC COSTS
Approved Calculators		Candidates may use calculators in the examination room only as specified by the University and as permitted by the rubric of individual examination papers. The University approved models are Casio FX-570 and Casio FX-85GT Plus. These may be purchased from any sourcUnion e and no longer need to carry the University logo.
Stationery		You will be expected to provide your own day-to-day stationary items, e.g. pens, pencils, notebooks, etc). Any specialist stationery items will be specified under the Additional Costs tab of the relevant module profile.
Textbooks		We provide the main core texts for the MBA core and compulsory modules to students in E-book format. Where a module specifies further texts these should generally be available on the reserve list in the library. However due to demand, students may prefer to buy their own copies. These can be purchased from any source. Some modules suggest reading texts as **optional** background reading. The library may hold copies of such texts, or alternatively you may wish to purchase your own copies. Although not essential reading, you may benefit from the additional reading materials for the module.
Printing and Photocopying Costs		In most cases, written coursework such as essays; projects; business projects are submitted online and by hard copy. The costs of printing a hard copy for submission of such coursework will be the responsibility of the student. The cost of photocopying will also be the responsibility of the student. https://www.southampton.ac.uk/isolutions/students/printing
Fieldwork: logistical costs	Accommodation:	University pays for hotel accommodation during the residential week as part of the module MANG6367.
	Insurance	University insurance covers students during course-related travel, however students may wish to take out additional cover at their own cost.
	Travel costs	The student pays for internatonal travel costs to and from the study trip destination. The University pays for domestic travel during the residential week as part of the module MANG6367.
	Other:	Breakfast & lunches during the residential week, as part of the module MANG6367, except for travel days, are covered by the University.
Placements (including Study Abroad Programmes, e.g. ESSAM Summer School)	Accommodation	-
	Travel costs	-
Parking Costs		Students must pay for parking at the University.