

Programme Specification 2017/18

This programme is currently going through re-validation, where changes to the programme may take place. Offer holders will be informed of any changes following the re-validation approval.

3644 FT and 3647 PT Master of Business Administration (MBA)

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	Full time and Part time
Duration in years	Full year (12 months following standard progression for a FT student. PT (24-36 months following standard progression for a PT student
Accreditation details	Association of MBAs, Advance Collegiate Schools of Business (AACSB)
Final Award	Master of Business Administration
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	28/02/2012
Date Specification last updated	14/09/2015

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 leadership through strategic management. The full-time MBA programme is open to managers and professionals who have at least three years of relevant managerial work experience. The part-time MBA programme is open to managers and professionals who have at least five years of relevant managerial work experience. The programme provides a broad curriculum aimed at promoting and developing your business skills and managerial practice through an understanding of current theory and conceptual frameworks.

Your contact hours will vary depending on your module/option choices. Full information about contact hours is provided in individual module profiles.

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

The programme includes a residential week in Maastricht, The Netherlands. The module MANG6275 European Business Context is delivered in Maastricht through a series of morning seminars followed by company visits. You will also visit the European Commission in Brussels to gain a policy perspective on issues surrounding global and European Business.

Learning and teaching

Different learning styles will be recognised and accommodated in the delivery style. MBA lecturers understand the need to allow and encourage critical and evaluative reflection and contribution from the class in any teaching context. 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. Many teaching sessions also include, at some point, small group discussions or exercises, again providing opportunity for peer group interaction. A particular feature of the MBA is the use of 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 a group.

You will gain an understanding and knowledge of the techniques and approaches to business and management through a mixture of lectures; discussions; individual and group practical exercises; case studies; seminars; reading and assessed coursework. Modules are assessed through differing combinations of examination and course work with some using exclusively one of these forms. The curriculum design includes use of international case studies as appropriate, a sharing of cultural understanding and consideration of ethical issues in decision-making.

Assessment

Assessments are designed to test your understanding of material covered and your ability to apply concepts and theories to business and management problems. Coursework is generally an opportunity either for more extended, mini-project work, or for discussion of established and emerging concepts and management philosophies.

Formative assessment is facilitated by class activities, such as problem solving activities; discussions; use of case studies. Use of your own working experience will provide opportunities for you to obtain feedback from your tutor and/or peers about your level of understanding and knowledge. The means of achieving this are both via presentations in plenum and well as individual reflective papers (student's self-check). Group-working opportunities occur in virtually every module on the programme so as to facilitate learning between members of the learning group and to provide collaborative learning.

Summative assessment based on a combination of two or more of the following modes will be encouraged: written unseen examinations, "standard" essays, written reports (e.g. an extended executive summary), group reports and reflective papers. These are intentionally varied, to cater for different learning styles. The integrative nature of the programme is reflected in a synoptic assessment of the third part. It tests your understanding of the connections between different subjects in part 1 and 2 under the particular circumstances of the four key managerial roles: The Creator, The Investigator, The Decision Maker, and The Champion.

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 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 self-awareness and personal reflection, and allows you to discover new understanding of the interdependent nature of strategies, decisions and managerial practice

Programme learning outcomes

A. Knowledge and understanding

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

- A1. organisations and their management
- A2. key aspects of generic management issues, theories and techniques
- A3. the concepts, tools and techniques of key organisational functions and processes
- A4. the international / global nature of the business environment, and an appreciation of the implications thereof for organisations, their businesses and managerial practice

Teaching and learning methods

- lectures
- individual and group exercises and presentations
- case studies and break-out sessions
- class discussion and independent research
- facilitated reflection

Assessment methods

Assessments are designed to test your understanding of material covered and your ability to apply concepts and theories to business and management problems. Coursework is generally an opportunity either for more extended, mini-project work, or for discussion of established and emerging concepts and management philosophies. Summative assessments based on a combination of two or more of the following modes: written unseen examinations, "standard" essays, written reports (e.g. an extended executive summary), group reports and reflective papers. These are intentionally varied, to cater for different learning styles. The integrative nature of the programme is reflected in a synoptic assessment of the third part. It tests your understanding of the connections between different subjects in part 1 and 2 under the particular circumstances of the four key managerial roles: The Creator, The Investigator, The Decision Maker, and The Champion.

B. Subject specific intellectual and research skills

Having successfully completed this programme you will be able to:

- B1.** debate the operational and strategic options available in different organisational contexts
- B2.** operate comfortably with people of different experience levels and cultural backgrounds
- B3.** recognise the need for integrative thinking across the operational processes and strategic decisions and their implementation
- B4.** analyse financial and other business-related quantitative data
- B5.** analyse the environmental and internal characteristics of an organisation in order to identify actions for improvement where appropriate
- B6.** analyse and critique management practice from a theoretically informed perspective
- B7.** select and use appropriate research methodologies in addressing organisational and managerial issues
- B8.** evaluate business and management problems in a critical and analytical manner
- B9.** demonstrate consultative management skills
- B10.** evaluate the strategic options available to organisations, analyse the need for innovation and change management processes, and demonstrate understanding of the impact of leadership style on such processes
- B11.** show a critical awareness of research design, evaluation and application
- B12.** produce reasoned arguments, justifying conclusions by reference to appropriate theoretical frameworks and supporting evidence
- B13.** carry out independent research on a chosen topic, resulting in a substantial dissertation (this applies only to those students who progress beyond the Diploma to undertake a business proposal/dissertation as part of a Masters qualification)

Teaching and learning methods

Methods will be mixed involving a variety of modes of presentation, group work, and discussion, and facilitated reflection. Different learning styles will be recognised and accommodated in the delivery style.

Assessment methods

Some of the assessments will encourage the application of theory in relation to your current or recent area of practice: written unseen examinations, essays, case-study analysis, and the dissertation. As in your working life you will be expected to work in groups and you will be assessed by the group's output. Some modules will involve an element of group assessment, normally each member of the group will receive the "group grade"; however, it is within the power of any group to award a greater or lesser score to an individual member on the basis of their individual performance.

Assessment methods to demonstrate achievement of outcomes:

- Core modules will be assessed by a combination of individual and group coursework and examination.
- The assessment of option modules will vary from group assignments and independent investigations to written examinations.

MANG6235 Application of Management Skills will be assessed by:

- A formative review. Formative feedback will be provided in preparation for the submission of your summative group assessment. You will be able to use this feedback as a means to shape your summative assessment.
- Summative assessment: A written group assignment that assesses your work in the first four themes in this part, and your ability to relate this to theories and problems addressed in preceding part 1 and 2. The report is 8000 words in length.
- Individual, summative assessment: For each of the four themes you will be required to submit a short reflective paper. You should consider questions, such as "what have I learned", "how have I learned", and "how may this be related to my learning and career development".
- Dissertation. Where appropriate, you are encouraged to work on the dissertation in collaboration with your sponsoring organisations.

C. Transferable and generic skills

Having successfully completed this programme you will be able to:

- C1. Give effective presentations around a variety of topics in which critical analysis, logical argument and justified conclusions are presented in a structured and engaging manner
- C2. Contribute confidently and appropriately to discussions
- C3. Work effectively as part of a task-orientated group
- C4. Manage a personal dissertation project, with due attention to time and resource management (this applies only to those students who progress beyond the Diploma to undertake a business proposal/dissertation as part of a Masters qualification)
- C5. Develop confidence in your ability to learn new concepts and to use them to critically inform reactions to presented materials from others
- C6. Summarise and synthesise material from a range of appropriate sources (printed, electronic and other material) as a means to the development and presentation of arguments and evidence for problem identification and/or -solving
- C7. Demonstrate effective negotiation skills, key skills in communication and present scholarly work using appropriate formats and conventions
- C8. Develop an understanding of positive thinking, work-life balance, time management, and develop personal effectiveness.

Teaching and learning methods

Throughout the programme you will be challenged to develop your skills as an independent learner. In the earlier parts of the programme you will receive support in developing the transferable skills through, for instance, library session that enable you to develop research skills. We also offer a range of other support sessions on presentation skills and confidence. You will be asked to work in groups at numerous occasions throughout the programme to further develop your ability to strengthen your skill sets. As part of the module Managing Effectively in the 21st Century, you will be exposed to negotiation skills training and key communication strategies. It is expected that you actively work on developing these skills by utilising the opportunities on offer throughout the MBA through both structured assignments and open sessions.

Assessment methods

Assessment of these will be demonstrated in each of the modules in line with the summative assessment methods outlined above.

Programme structure

Typical course content

The programme can be completed full-time (normally 12 months) or part-time (usually 24-36 months). You are required to complete:

- ALL the core and compulsory modules
- Option modules totalling at least 10 ECTS (20 CATS)
- The dissertation carrying 30 ECTS (60 CATS)

Programme details

You are required to take:

- ALL the core and compulsory modules
- Option modules totalling at least 10 ECTS (20 CATS)

The Dissertation

The dissertation acts as mechanism for you to synthesize your previous learning and ability to conduct an independent piece of work 30 ECTS (60 CATS). Writing a dissertation 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. Dissertations can take a number of forms, for example:

- A critical review of an area of literature.
- Empirical work involving quantitative analysis of collected data.
- A case study of a particular firm or industry.
- Study of a particular problem in an organisation or industry.
- Theoretical development of a technique or issue.
- A survey of business practice in a particular context.

Dissertations should not exceed 15,000 words.

As a full-time student, you are expected to complete the taught element of the programme over the course of 9 months. You will work on the dissertation during the summer and it will be submitted during September.

As a part-time student you will be given six months after the completion of all the taught modules to complete the dissertation; 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.

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 dissertations as 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 Compulsory or Option module(s), totalling up to 10 ECTS (20 CATS), you can be awarded compensation in these module(s) provided the mark obtained in each failed module is greater than the qualifying mark (35%). Please note that the mark you have attained in these modules stands.
- If you should fail a core module, you will be required to take a referral. Please note that you can only be referred in a total of 15 ECTS (30 CATS). Referrals must be taken in the Supplementary Period following initial failure.
- If you should fail more than 15 ECTS (30 CATS), following compensation, where applicable, you will not be eligible to be referred but will be required to repeat the year (internally or externally).
- 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 compensation refer and repeat will only apply to the taught modules; the dissertation 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:

Distinction (70%+) and over

- Comprehensive knowledge and clear understanding of the subject area and its principles, concepts and terminology; evidence of extensive additional reading; highly accurate work with no major errors or omissions.
- Extremely well presented and structured work; convincingly developed arguments using well-chosen supporting evidence; excellent concise logic.
- High level of critical and analytical ability; capacity to select, question, synthesise and evaluate material; originality of thought; ability to make interdisciplinary comparisons.

(Good) Merit (60 - 69%)

- Considerable knowledge and good understanding of the subject area and its principles, concepts and terminology; evidence of wide additional reading; accurate work with few errors or omissions.
- Very well presented and structured work; relevant arguments well developed and supported by evidence.
- Considerable critical and analytical ability; clear insights and competent evaluation of material, some evidence of abilities to select and synthesise.

Pass MBA/MSc level (50 - 59%)

- Satisfactory knowledge of the subject area and its principles, concepts and terminology with clear evidence of additional reading; mainly accurate work.
- Well structured work with some clearly presented supporting material.
- Good appreciation, application and critical ability; some thoughtful discussion of material.

Fail (49% or less)

- Minimal knowledge of the subject area, lack of relevant material with limited or no evidence of additional reading; inaccurate work with significant errors or omissions.
- Poor structure, hard to follow; assertions not supported by appropriate evidence.
- Little or no critical appraisal of material.

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
- an iPad that should facilitate access to library resource, the VLE, and your main means of communication.

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

Criteria for admission

The University's Admissions Policy www.southampton.ac.uk/admissions_policy applies equally to all programmes of study. The following are the typical entry criteria to be used for selecting candidates for admission. The University's approved equivalencies for the requirements listed below will also be acceptable. The entry criteria for our programmes are reviewed annually by the Faculty. Those stated below were correct as of August 2016. **Applicants should refer to their specific offer conditions on their offer letter.**

Qualification	Grade/GPA	Subjects requirements	Specific requirements
Bachelor's degree	2:1	None	Work experience is essential for minimum period of 3 years full time, 5 years part time. Work experience to be in the area of Professional role e.g. professional engineer, accountant or management/business experience.

International students will usually have obtained a degree from a university in their own country. Similarly, the degree should be in an appropriate subject with a level of performance comparable to that required from UK graduates.

If you have qualifications other than a degree, with relevant professional experience and evidence of ability, you will also be considered. We are committed to assessing applications on individual merit.

Recognition of prior learning (RPL)

The University has a [Recognition of Prior Learning Policy](#) which applies to the MBA programme but must also be approved by the MBA Director.

English language proficiency (IELTS)

Overall	Listening	Reading	Writing	Speaking
6.5	6.0	6.5	6.5	6.0

For a full list of English language tests accepted can be viewed here:

<http://www.southampton.ac.uk/studentadmin/admissions/admissions-policies/language.page>

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:

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

Appendix 1

3644 FT and 3647 PT Master of Business Administration learning outcomes mapping document

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

Module Code	Module Title	Knowledge and Understanding				Subject Specific Intellectual Skills													Transferable and Generic Skills							
		A1	A2	A3	A4	B1	B2	B3	B4	B5	B6	B7	B8	B9	B10	B11	B12	B13	C1	C2	C3	C4	C5	C6	C7	C8
MANG6317	Managing Effectively in the 21 st Century (Cr)	X	X				X			X					X		X		X	X	X		X			X
MANG6199	Organisations in Global Context (Cm)	X	X			X				X																
MANG6196	Accounting: Managing & Measuring Performance (Cr)	X		X	X				X	X	X		X				X		X	X	X		X	X		X
MANG6193	Managing People for Performance (Cm)	X	X	X			X	X	X				X		X		X		X	X			X	X		X
MANG6194	Corporate Finance (Cm)		X		X	X			X				X							X	X			X	X	X
MANG6197	Quality and Operations Management (Cm)	X	X	X	X			X				X								X				X	X	X
MANG6198	Contemporary Marketing (Cm)	X	X		X		X	X			X		X		X		X			X			X	X		X
MANG6192	Decision Modelling and Analysis (Cm)			X	X	X		X	X	X	X	X	X			X							X	X		X
MANG6195	Strategy (Cr)	X	X	X	X	X	X	X			X	X	X		X		X			X	X		X			X
MANG6275	European Business Context (Cm)	X			X	X	X	X		X	X	X	X		X		X			X	X		X	X		X
MANG6235	Application of Management Skills (Cr)	X	X		X	X	X	X	X	X		X	X	X	X	X			X	X	X			X	X	X
MANG6095	Dissertation (Cr)		X	X				X			X	X				X	X	X				X		X	X	

Appendix 2

3644 FT and 3647 PT Master of Business Administration assessment mapping document

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

Module Code	Module Title	Assessment 1	Assessment 2
MANG6317	Managing Effectively in the 21st Century (Cr)	Individual Reflection (2,000 words) 50%	Group Report (2,500 words) 50%
MANG6199	Organisations in Global Context (Cm)	Group Assignment including Presentation (1,500 words) 50%	Individual Assignment (1,500 words) 50%
MANG6196	Accounting: Managing & Measuring Performance (Cr)	Group Project (3,500 words) 30%	Exam (2 hours) 70%
MANG6193	Managing People for Performance (Cm)	Individual Assignment (2,000 words) 40%	Exam (2 hours) 60%
MANG6194	Corporate Finance (Cm)	Exam (3 hours) 100%	
MANG6197	Quality and Operations Management (Cm)	Individual Assignment (4,000 words) 100%	
MANG6198	Contemporary Marketing (Cm)	Individual Assignment (4,000 words) 100%	
MANG6192	Decision Modelling and Analysis (Cm)	Simulation Assignment 50%	Exam (2 hours) 50%
MANG6195	Strategy (Cr)	Individual Timed Assignment (1,500 words) 60%	Group Assignment (1,500 words) 40%
MANG6275	European Business Context (Cm)	Individual Reflective Assignment (2,000 words including a 1,000 word learning log) 30%	Group Report (3,500 words) 70%
MANG6235	Application of Management Skills (Cr)	Individual Assignment (four reflective papers, one for each theme, 700 words each, equally weighted) 40%	Group Assignment (8,000 words) 60%
MANG6095	Dissertation (Cr)	Individual Assignment (15,000 word) 100%	

Appendix 3

3644 FT Master of Business Administration programme structure

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

* If you wish to choose the option module MANG6236 Consultancy Assignment this must be arranged with the Programme Leader.

Semester 1				Semester 2			
Modules	ECTS	CATS	Core, Compulsory or Option	Modules	ECTS	CATS	Core, Compulsory or Option
MANG6196 Accounting: Managing & Measuring Performance	5	10	Core	MANG6095 Dissertation	30	60	Core
MANG6199 Organisations in a Global Context	5	10	Comp	MANG6194 Corporate Finance	5	10	Comp
MANG6195 Strategy	5	10	Core	MANG6193 Managing People for Performance	5	10	Comp
MANG6317 Managing Effectively in the 21st Century	5	10	Core	MANG6275 European Business Context	5	10	Comp
MANG6198 Contemporary Marketing	5	10	Comp	MANG6235 Application of Management Skills	10	20	Core
MANG6197 Quality and Operations Management	5	10	Comp	MANG6188 Project Management	5	10	Option
MANG6192 Decision Modelling and Analysis	5	10	Comp	MANG6189 Supply Management	5	10	Option
				MANG6236 Consultancy Assignment *	10	20	Option
				ENTR6037 Innovation and Technology Transfer	7.5	15	Option
				MANG6243 Marketing Communications Management	5	10	Option

Appendix 3

3647 PT Master of Business Administration programme structure

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

* If you wish to choose the option module MANG6236 Consultancy Assignment this must be arranged with the Programme Leader.

Semester 1				Semester 2			
Modules	ECTS	CATS	Core, Compulsory or Option	Modules	ECTS	CATS	Core, Compulsory or Option
MANG6196 Accounting: Managing & Measuring Performance	5	10	Core	MANG6095 Dissertation	30	60	Core
MANG6199 Organisations in a Global Context	5	10	Comp	MANG6193 Managing People for Performance	5	10	Comp
MANG6317 Managing Effectively in the 21st Century	5	10	Core	MANG6275 European Business Context	5	10	Comp
MANG6194 Corporate Finance	5	10	Comp	MANG6195 Strategy	5	10	Core
MANG6198 Contemporary Marketing	5	10	Comp	MANG6235 Application of Management Skills	10	20	Core
MANG6192 Decision Modelling and Analysis	5	10	Comp	MANG6197 Quality and Operations Management	5	10	Comp
				MANG6188 Project Management	5	10	Option
				MANG6189 Supply Management	5	10	Option
				MANG6236 Consultancy Assignment *	10	20	Option
				ENTR6037 Innovation and Technology Transfer	7.5	15	Option
				MANG6243 Marketing Communications Management	5	10	Option

Appendix 4

3644 FT and 3647 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 dissertations 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 source 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		<p>We provide the main core texts for the MBA core and compulsory modules to students in E-book format.</p> <p>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.</p> <p>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.</p>
Printing and Photocopying Costs		<p>In most cases, written coursework such as essays; projects; dissertations 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.</p> <p>The cost of photocopying will also be the responsibility of the student.</p> <p>https://www.southampton.ac.uk/isolutions/students/printing</p>
Fieldwork: logistical costs	Accommodation:	University pays for hotel accommodation during the Maastricht/Brussels residential week as part of the module MANG6235.
	Insurance	University insurance covers students during course-related travel, however students may wish to take out additional cover at their own cost.
	Travel costs	University pays for travel during the Maastricht/Brussels residential week as part of the module MANG6235.
	Other:	<p>Breakfast & lunches during the Maastricht/Brussels residential, as part of the module MANG6235, except for travel days, are covered by the University.</p> <p>In addition, two evening meals are covered by the University, as part of the module MANG6235</p>
Placements (including Study Abroad Programmes, e.g. ESSAM Summer School)	Accommodation	The University pays for accommodation on the Essam Summer School Programme.
	Travel costs	travel to and from the Essam Summer School Programme is not paid for by the University
Parking Costs		Students must pay for parking at the University.