

Programme Specification

Master of Business Administration (2020-21)

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
Duration in years	1
Accreditation details	Association of MBAs (AMBA) Association to Advance Collegiate Schools of Business (AACSB) Chartered Institute of Management Accountants (CIMA) Chartered Management Institute (CMI)
Final award	Master in Business Administration (MBA)
Name of Award	Master of Business Administration Entrepreneurship Generalist Maritime
Interim Exit awards	Postgraduate Certificate Postgraduate Diploma
FHEQ level of final award	Level 7
UCAS code	
Programme Code	8652
QAA Subject Benchmark or other external reference	
Programme Lead	Peter Rodgers
Pathway Lead	

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 Part 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 includes further complexity via 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 idea generation and project management.

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. The LDP also hosts guest speakers on contemporary themes in business and management and offers MBA-focused careers and employability sessions.

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 timing of these reflective assignments is shown in Table 1.

Placeholder for Table 1

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 therefore choose to take ONE of the following three pathways:

Generalist Pathway

Choose two from the following seven general options:

- Project Management
- Supply Management
- Strategic Brand Communications
- International Banking
- Responsible Leadership
- Blockchain Technology and Cryptocurrency Investment
- Deeper Analytics and Big Data

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.

- The generalist pathway allows you to 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. If you choose the generalist pathway you can do your Business Project in any 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.

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.

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

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 contact hours for the MBA are set out in the Table below:-

Table 2

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.

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 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, essays, reflective reports 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%).

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.

Special Features of the programme

'Live' International Consultancy Project

The programme includes a 'live' consultancy project undertaken for an organisation in an international setting (e.g. Brazil), accompanied by a series of sessions on local business culture and visits to local businesses. This is a group consultancy project undertaken by team of between 4 to 6 students. The project is part of the Leading Sustainability, Innovation and Change module and takes place in Semester 2. 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. The Proposal is 2,000 words in length. Once the Proposal is approved by your supervisor, 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 10,000 words overall and includes a 1,000 word reflection as the last chapter.

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 Business Project during the summer and it will be submitted during September.

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The exact split of summative assessment across the core taught modules, which represents 50 ECTS (100 CATS), is shown in Table 3.

Placeholder for Table 3

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.

Please note: 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.

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

Educational Aims of the Programme

- 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

Knowledge and Understanding

On successful completion of this programme you will have 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;
- A6. *(For Entrepreneurship only)* Business entrepreneurship and new venture creation;
- A7. *(For Maritime only)* The specific issues of business and management in the maritime sector.

Subject Specific Intellectual and Research Skills

On successful completion of 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;
- B6. *(For Entrepreneurship only)* Create and develop new enterprises by applying entrepreneurial skills to business ventures;
- B7. *(For Maritime only)* Apply specific knowledge of issues in the maritime sector to the management of businesses in that area.

Transferable and Generic Skills

On successful completion of 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.

Learning Outcomes

LO1. 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.

LO2. 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

The programme structure table is below:

Information about pre and co-requisites is included in individual module profiles.

Where optional modules have been specified, the following is an indicative list of available optional modules, which are subject to change each academic year. Please note in some instances modules have limited spaces available.

Entrepreneurship Pathway

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

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

Part I Core (must take and pass) Semester 1

Code	Module Title	ECTS	Type
MANG6447	Accounting	5	Core
MANG6450	Corporate Finance	5	Core
MANG6448	Digital and Data-Driven Marketing	5	Core
MANG6449	Operations Management	5	Core
MANG6446	People and Organisations	5	Core
MANG6451	Strategy and Decision Making	5	Core

Part I Core (must take and pass) Semester 2

Code	Module Title	ECTS	Type
MANG6493	Business Analytics and Risk	5	Core
MANG6494	Global Business Environment	5	Core
MANG6495	Leading Sustainability, Innovation and Change	10	Core

Part I Part I Optional Core Semester 2 - Entrepreneurship Pathway

To study the Entrepreneurship Pathway you must choose the following 10 ECTS/20 CATS of modules

Code	Module Title	ECTS	Type
MANG6504	Business Planning	5	Optional/Core
MANG6503	Entrepreneurship and New Venture Design	5	Optional/Core

Part II

Part II Core

Code	Module Title	ECTS	Type
MANG6508	Business Project	30	Core

The programme structure table is below:

Information about pre and co-requisites is included in individual module profiles.

Where optional modules have been specified, the following is an indicative list of available optional modules, which are subject to change each academic year. Please note in some instances modules have limited spaces available.

Generalist Pathway

Part I

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

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

Part I Core (must take and pass) Semester 1

Code	Module Title	ECTS	Type
MANG6447	Accounting	5	Core
MANG6450	Corporate Finance	5	Core
MANG6448	Digital and Data-Driven Marketing	5	Core
MANG6449	Operations Management	5	Core
MANG6446	People and Organisations	5	Core
MANG6451	Strategy and Decision Making	5	Core

Part I Core (must take and pass) Semester 2

Code	Module Title	ECTS	Type
MANG6493	Business Analytics and Risk	5	Core
MANG6494	Global Business Environment	5	Core
MANG6495	Leading Sustainability, Innovation and Change	10	Core

Part I Optional Core Semester 2 - Generalist Pathway

To study the Generalist Pathway you must choose 10 ECTS/20 CATS of the following optional modules.

Code	Module Title	ECTS	Type
MANG6502	Blockchain Technology and Cryptocurrency Investment	5	Optional/Core
MANG6501	Deeper Analytics and Big Data	5	Optional/Core
MANG6498	International Banking	5	Optional/Core
MANG6496	Project Management	5	Optional/Core
MANG6499	Responsible Leadership	5	Optional/Core
MANG6500	Strategic Brand Management	5	Optional/Core
MANG6497	Supply Management	5	Optional/Core

Part II

Part II Core

Code	Module Title	ECTS	Type
MANG6508	Business Project	30	Core

The programme structure table is below:

Information about pre and co-requisites is included in individual module profiles.

Where optional modules have been specified, the following is an indicative list of available optional modules, which are subject to change each academic year. Please note in some instances modules have limited spaces available.

Maritime Pathway

Part I

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

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

Part I Core (must take and pass) Semester 1

Code	Module Title	ECTS	Type
MANG6447	Accounting	5	Core
MANG6450	Corporate Finance	5	Core
MANG6448	Digital and Data-Driven Marketing	5	Core
MANG6449	Operations Management	5	Core
MANG6446	People and Organisations	5	Core
MANG6451	Strategy and Decision Making	5	Core

Part I Core (must take and pass) Semester 2

Code	Module Title	ECTS	Type
MANG6493	Business Analytics and Risk	5	Core
MANG6494	Global Business Environment	5	Core
MANG6495	Leading Sustainability, Innovation and Change	10	Core

Part I Part I Optional Core Semester 2 - Maritime Pathway

To study the Maritime you must choose the following 10 ECTS/20 CATS of modules.

Code	Module Title	ECTS	Type
MANG6506	Maritime Law	5	Optional/Core
MANG6505	Maritime Operations and Risk	5	Optional/Core

Part II

Part II Core

Code	Module Title	ECTS	Type
MANG6508	Business Project	30	Core

Progression Requirements

The programme follows the University's regulations for [*Progression, Determination and Classification of Results : Undergraduate and Integrated Masters Programmes*](#) or [*Progression, Determination and Classification of Results: Postgraduate Master's Programmes*](#). Any exemptions or variations to the University regulations, approved by AQSC are located in [*section VI of the University Calendar*](#).

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. Support includes daily Drop In at Highfield campus at 13.00 – 15.00 (Monday, Wednesday and Friday out of term-time) or via on-line chat on weekdays from 14.00 – 16.00. Arrangements can also be made for meetings via Skype.
- 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 and Employability services, 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 and in the local community (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 Students' Union provides

- an academic student representation system, consisting of Course Representatives, Academic Presidents, Faculty Officers and the Vice-President Education; SUSU 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.

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 questionnaires for each module of the programme.
- Acting as a student representative on various committees, e.g. Staff/Student Liaison Committees, School 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.

Further details on the University's quality assurance processes are given in the [Quality handbook](#).

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: Mr Shai Davidov - Heriot-Watt University

Name: Dr Alberto Feduzi - SOAS University of London

Name: Dr Xiaowen Gao - University of Greenwich

Name: Dr David Houghton - University of Birmingham

Name: Dr Kristina Marintseva - Coventry University

Name: Professor Alex Murdock - London South Bank University

Name: Dr Noelia-Sarah Reynolds - University of Essex

Name: Professor Ghulam Sorwar - University of Salford

Name: Mr Stephen Taylor - University of Exeter

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 Academic 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 they take full advantage of the learning opportunities that are provided. More detailed information can be found in the programme handbook.

Appendix 1:

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 also have to pay for:

Additional Costs

Type	Details
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.
Fieldwork: logistical costs	<p>Accommodation: University pays for hotel accommodation during the residential week as part of the module MANG6348.</p> <p>Insurance: University insurance covers students during course-related travel, however students may wish to take out additional cover at their own cost.</p> <p>Travel costs: The student pays for international travel costs to and from the study trip destination. The University pays for domestic travel during the residential week as part of the module MANG6348.</p> <p>Other: Breakfast & lunches during the residential week, as part of the module MANG6348, except for travel days, are covered by the University.</p>
Parking costs (including on placements at hospitals)	Students must pay for parking at the University.
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
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>

In some cases you'll 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.