Programme Handbook MBA Oil & Gas

Master of Business Administration
(Oil & Gas)

Jointly delivered by

Middlesex University Business School

And

KNect365 (part of Informa PLC)

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Tel: 00 44 (0) 2084113020

This handbook is subject to changes without notice
Purpose of your Programme Handbook

The purpose of this handbook is to provide you with information about your programme of study and to direct you to other general information about studying at Middlesex University. The handbook also acts as a signpost to guide you to support and welfare services if you are in need of them during your involvement with Middlesex University. You should read this handbook in detail and refer to it throughout your studies.

The material in this handbook is as accurate as possible at the date of production. Your comments on any improvements to this handbook are welcome. Please put them in writing (an email will suffice) with the name of the Programme Handbook to mba-oil@mdx.ac.uk

University Regulations

As a student of Middlesex University you agree to abide by the University Regulations when you enrol and you should, therefore, read this handbook in conjunction with the Regulations, which are available online at www.mdx.ac.uk/regulations.

Some of the key regulations have been repeated on the Your Study pages on UniHub http://unihub.mdx.ac.uk/

You should also read the Student Charter, which was co-developed by Middlesex students, staff and the Students’ Union. This sets out your responsibilities as a student and those of the University to ensure that all students have an enjoyable, rewarding and effective experience during their time with Middlesex. You can find the Student Charter on UniHub: http://unihub.mdx.ac.uk/your-middlesex/student-charter.

The Student University Guide

Before reading this Programme Handbook you should read the Student University Guide: http://unihub.mdx.ac.uk/your-middlesex/getting-started. This guide contains information on more general University services and facilities, such as UniHub, UniHelp and the Library. It is important that you familiarise yourself with this information in order to get the most from your handbook.

Information in Alternative Formats

If you have a disability which makes navigating the website difficult and you would like to receive information in an alternative format, please contact our Disability Support Service on 020 8411 4945 or email disability@mdx.ac.uk.

We can supply sections from this publication as:

- a Word document with enlarged type — sent by email or supplied on a CD or memory stick
- printed copy with enlarged type
- printed copy on non-white paper
- as Braille

Other formats may be possible. We will do our best to respond promptly. To help us, please be as specific as you can about the information you require and include details of your disability.
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<td>Mr Val Lencioni</td>
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**CHRISTMAS BREAK (17th December 2018 to January 06th 2019)**

**EASTER BREAK (08th April to 21st April 2019)**

**SUMMER BREAK (08th July to September 01st 2019)**
### Christmas Break (16th December 2019 to January 06th 2020)

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<tbody>
<tr>
<td>MKT4811</td>
<td>Advanced International Marketing</td>
<td>Dr Mark Mcpherson</td>
<td>Jan 6th 2020</td>
<td>2000 words Individual market analysis report (30%) Group presentation with supporting notes (1200 words) (20%) Individual report on new product / service introduction to the market (50%)</td>
</tr>
<tr>
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<td>March 22nd 2020 Module 4 Resits</td>
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### Mid Term Break (March 23rd 2020 to April 05th 2020)

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<th>Assessment Details</th>
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<tr>
<td>MGT4834</td>
<td>Managing Projects &amp; Optimising Operations</td>
<td>Dr Afees Yusuf</td>
<td>April 6th 2020</td>
<td>3500 words Group Report (50%) 1500 words Individual report (40%) Participation in online activities (10%)</td>
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Research Methods (MBS4810) – Part 3 (10 credits)
Submission of Project Proposal – 1500 words

### Summer Break (June 22nd 2020 to July 05th 2020)

<table>
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<tr>
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<td>Mr Val Lencioni</td>
<td>July 06th 2020</td>
<td>1500 Word Research Proposal 15000 Word Project Report 20 Minute Video Presentation</td>
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<tr>
<td>MBS4813</td>
<td>Business Transformation Project</td>
<td>Mr Val Lencioni</td>
<td>July 06th 2020</td>
<td>10,000 Word Project report</td>
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### Mid Term Break (Sep 28th to Oct 04th)

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<tbody>
<tr>
<td>MGT4814</td>
<td>Management Perspectives (option)</td>
<td>Dr Nathalie van Meurs</td>
<td>Oct 05th 2020</td>
<td>Individual Coursework (45%). Report (2000 words) Group work analysis (45%). Report (1400 words). Participation and attendance. (10%)</td>
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<tr>
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<td></td>
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MGT4815 20 credits 11 weeks Information Management (option) Dr L. Chari Oct 05th 2020 - Research Report on emerging trends 1 (40%) (2000 words) - Information Needs Analysis Report 50% (2500 Words) - Participation and attendance (10%) Dec 20th 2020 Feb 2021 Module 6 Resits

### Board of Studies

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<td>Feb 2020</td>
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WELCOME TO THE BUSINESS SCHOOL

I am delighted to welcome you to Middlesex University, the Faculty of Professional and Social Sciences and in particular to the Business School. Middlesex University Business School has been a major provider of business, management and professionally accredited programmes, for over fifty years, with an impressive track record of working in partnership with public, private sector and international organisations.

The overall purpose of our programmes is to develop professionals who can manage ethically, sensitively and holistically in a range of organisations in an increasingly global and rapidly changing environment. Our graduates can be found in almost all walks of business, industrial, community and professional life. Our programmes are specifically designed to meet the needs of employers and the professions, but, more importantly, your needs as students. With this in mind, our programmes aim to develop your personal and professional knowledge, skills and competence in order to enable you to realise your full potential. Your programme will almost certainly include opportunities for practical application, and is recognised by the Chartered Management Institute (CMI).

Along with the University Student Services, the Business School provides you with a wide range of practical and pastoral support, including counselling and employability and careers services, a disability support service and money and welfare advice.

This programme handbook should be treated as our contract with you – keep it safely so that you can refer to it throughout your time on the MBA Oil & Gas programme. It contains an overview of the framework of your programme and the content of its modules. It also signposts key contacts and information which you will need to progress your studies and to get the most out of your studies.

From our side we will endeavour to deliver the best experience we can so that you can build on your skills and knowledge and realise your full potential. In return we expect you to engage actively in the learning process, to be fully committed to your studies and determined to succeed. In your early weeks, this includes reading through this handbook and consulting the other information sources flagged here. You are not expected to absorb everything in detail, but to be aware of the main resource documents and their contents. In particular as an enrolled Middlesex student, you have certain rights but also specific responsibilities.

I wish you well in your future studies and look forward to celebrating your success at your Graduation Ceremony.

Anna Kyprianou
Pro Vice-Chancellor and Executive Dean
Faculty of Professional and Social Sciences
Middlesex University Business School
School of Health and Education
School of Law
a.kyprianou@mdx.ac.uk
Welcome from Programme Delivery Team

The oil and gas industry has gone through few tough years and it looks like the price is recovering. It saw huge job loss, significant cut in capex and need to improve efficiency. These changes mean organisations must look for sustainable revenue streams, new ways of doing business for e.g. becoming more focussed and at the same time acquire new businesses etc. At a fundamental level, organisations must learn to be flexible and it is possible only if their employees can make sound decisions.

Welcome to the MBA! We will be addressing the fundamental issue – decision making through critical thinking. We will learn how the industry works and how the building blocks of an organisation i.e. Marketing, Finance, Operations, HR etc work together to realise the strategy and vision of the business. You will learn about the best practices to adopt and pitfalls to avoid which will equip you to take better decisions.

However, I have to emphasise that studying by Distance Education can be challenging. Fortunately, this course offers great flexibility in terms of time and distance. You can learn during any part of the week, learn only one module at a time and study from anywhere in the world. We will endeavour to provide the best possible support for ensuring successful completion of the programme and do not hesitate to contact us with any queries.

You will work on materials in your own time and in settings that work best for you, though of course subject to sometime requirements such as deadlines for assessments. Some modules will require group work with others on the programme – albeit at a distance. These include group assessments and online discussions. A diverse group of staff and students from many nationalities and backgrounds is a great resource for a programme like this – for you will learn as much from each other as from the tutors. How much you get out of the programme depends on how much you put in, in terms of contributing, listening and responding to the contributions of others, and in terms of relating material considered on the programme to your professional practice.

The partnership between the Informa Group and Middlesex University Business School has been very successful. We look forward to building on this success with each intake and with this in mind we look forward to a productive relationship with you and the rest of your cohort.

Programme Delivery Team
MBA Oil and Gas
Introduction to KNect365 Learning

KNect365 Learning delivers high quality learning and development solutions for several thousand international working professionals every year, in partnership with universities, associations, industry bodies, trainers and educational consultants. Delivering public and client specific education and training solutions for the oil & gas, ports, logistics, energy, security and safety sectors, as well as wider management education and training, KNect365 Learning has been a partner with Middlesex University in the development and delivery of industry focused academic courses since 2010, whilst having been involved in digital learning since the late 1990’s.

KNect365 Learning is a division of IIR Ltd and part of Informa Plc, the leading international provider of specialist information and services for the academic and scientific, professional and commercial business communities.

The Oil and Gas MBA programme coordinator at KNect365 Learning will be your contact for matters such as application and payment enquiries.

You may contact the KNect365 Learning programme coordinator by email: josh.curtis-hale@knect365.com
Introduction to Middlesex University

Middlesex is a global University. Based in North London, Middlesex recruits widely across the world and works in partnership to deliver outstanding higher education in many countries.

We work with prestigious academic partners all over the world to provide Middlesex degrees to thousands of international students in their home countries. These partners are often delivering Middlesex franchised or validated programmes to their students. There are over 6000 students on such programmes outside the UK and 5000 in the UK. Middlesex is also pleased to have agreements with schools, colleges and universities - again, worldwide - whose students can progress to Middlesex after reaching agreed qualifications. Several hundred students progress to Middlesex in this way each year.

Introduction to the Business School

Your programme is delivered by Middlesex University Business School. Welcome therefore to the Business School. We are pleased that you have chosen to study with us and hope that you find your time with Middlesex enjoyable and stimulating.

The School offers a wide range of study opportunities at undergraduate and postgraduate level including diplomas, degrees, short courses and CPD opportunities. Many of the courses are designed and accredited in conjunction with the relevant professional bodies. A number of the programmes are developed with collaborative partners, either in the UK or overseas. This is one of those programmes.

The Business School is a leading centre for professional education and research in London. Along with our diverse range of programmes and research opportunities, we offer various approaches to study and delivery to suit you and your commitments. We emphasise a flexible, lifelong learning approach to study - backed up by expertise gained through our pioneering developments in work based learning.

Middlesex has built a strong reputation as a leading innovator in higher education. Many of our programmes are UK firsts and have set the standard for others to follow. The School is home to some of the UK’s leading researchers in leadership, work and organisations, accountancy, finance, marketing and entrepreneurship with several leading consultants in their fields, as well as key government advisers. Education and research in the School has a strong emphasis on interdisciplinary activity. Our aim is to link policy and practice, theory and action through high quality learning and research.

The School is based in the Williams Building on the Hendon campus. Middlesex has established strong links with many private and public sector organisations as well as with our local communities, in addition to a wide range of UK, EU and international collaborative partnerships.
CONTACTS AND COMMUNICATION

Programme Staff and Contact Details

Below you will find contact details for the main people you may need to contact during the programme. Please note that the majority of University staff are based at the Hendon Campus (postal address: Middlesex University, The Burroughs, Hendon, London, NW4 4BT, United Kingdom). All references to hours are UK (GMT) time.

In general, as it is anticipated that many of you will be based in different time zones from the UK, it is suggested that email contact be the main form of communication. If you do not know the email address of a member of staff, you will be able to find it via the University website, where all academic staff details may be found.

Once you have started on the programme you will also be able to make contact with the Programme Leader and other academic staff via the internet, through the virtual learning environment.

As well as your Programme Handbooks important information is communicated to you using UniHub, myUniHub and email, so it is important that you regularly (ideally daily) log in and check for important messages. If you prefer, you can set up your university email account to forward all new messages to another email address. Details of how to do this can be found here http://unihub.mdx.ac.uk/study/library/help/guides/index.aspx.

Administration Staff

Ann Jackman
External Programmes Co-ordinator
Middlesex University Business School
The Burroughs
Hendon
London, NW4 4BT
United Kingdom
Telephone: +44 (0)20 8411 4971
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Josh Curtis-Hale
Programme Co-ordinator
KNect House
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London W1W 7RE
Telephone: +44 (0)20 7017 7429
Email: Informa josh.curtis-hale@informa.com
Academic Staff

Lakshmi Narasimhan Vedanthachari  
Programme Leader,  
Module Leader MGT4815 Information Management  
Middlesex University Business School  
The Burroughs  
Hendon  
London, NW4 4BT  
United Kingdom  
Telephone: +44 (0)20 8411 3020  
Email: L.N.Chari@mdx.ac.uk

Dr Sian Stephens  
Module Leader MGT4821 The Global Oil and Gas Industry  
Middlesex University Business School  
The Burroughs  
Hendon  
London, NW4 4BT  
United Kingdom  
Telephone: +44 (0)208 411 3412 Email: S.Stephens@mdx.ac.uk

Dr Ann-Ngoc Nguyen  
Module Leader: FIN 4812 Oil and Gas Finance and Risk Management  
Middlesex University Business School  
The Burroughs  
Hendon  
London, NW4 4BT  
United Kingdom  
Telephone: +44 (0)208 411 6316 Email: N.Nguyen@mdx.ac.uk

Dr Anjali Bakhru  
Module Leader: MGT 4810 Business Strategy  
Middlesex University Business School  
The Burroughs  
Hendon  
London, NW4 4BT  
United Kingdom  
Telephone: +44 (0)208 411 4247 Email: A.Bakhru@mdx.ac.uk

Ms Anna Kyprianou  
Pro Vice-Chancellor and Executive Dean  
Module Leader LWO4811 Executive Leadership  
Middlesex University Business School  
The Burroughs  
Hendon  
London, NW4 4BT  
United Kingdom  
Telephone: +44 (0)208 411 5753 Email: A.Kyprianou@mdx.ac.uk
Dr Mark McPherson  
Module Leader: MKT4811 Advanced International Marketing  
Middlesex University Business School  
The Burroughs  
Hendon  
London, NW4 4BT  
United Kingdom  
Telephone: +44 (0)208 411 5731  
Email: M.Mcpherson@mdx.ac.uk

Afees Yufuf  
Module Leader: MGT 4834 Managing Projects and Optimising Operations  
Middlesex University Business School  
The Burroughs  
Hendon  
London, NW4 4BT  
United Kingdom  
Telephone: +44 (0) 208 411 4171  
Email: K.patel@mdx.ac.uk

Mr Val Lencioni  
Module Leader: Project  
Middlesex University Business School  
The Burroughs  
Hendon  
London, NW4 4BT  
United Kingdom  
Telephone: +44 (0) 208 411 5987  
Email: v.lencioni@mdx.ac.uk

Dr Nathalie Van Meurs  
Module Leader: MGT4814 Management Perspectives  
Middlesex University Business School  
The Burroughs  
Hendon  
London, NW4 4BT  
United Kingdom  
Telephone: +44 (0) 208 411 4536  
Email: n.van-meurs@mdx.ac.uk

Liaison Librarian

Laura Newman  
Liaison Librarian  
Middlesex University  
The Burroughs  
Hendon  
London, NW4 4BT  
United Kingdom  
Telephone: +44 (0)20 8411 4337  
Email: l.newman@mdx.ac.uk
UniHelp

Technical help: http://unihub.mdx.ac.uk/unihelp
Telephone: +44 (0)20 8411 6060
Fax: +44 (0)20 8411 6056
Text including your name and student number and query: +44 762 480 4635

Contacting Staff and Other Students

Email is the preferred method for quick communication with your fellow students, and with both Middlesex University and partner organisation administrative staff. Middlesex University email accounts can be forwarded to your preferred account.

All staff members strive to answer emails within 24 to 48 hours. However, occasionally public holidays or travel activity may lead to longer delays in responding. Out of office messages or prior notice will be given providing you with an alternative contact. If you do not get a response within 24 to 48 hours please contact the Programme Administrator.

While there are many ways in which Middlesex students and staff communicate, the University's policy is to make all standard information easily available on its student website: http://unihub.mdx.ac.uk. This provides a regular stream of information, announcements, news, and key electronic links.
Programme Management and Regulations

The programme is the joint responsibility of Informa and Middlesex University Business School. Although each partner has specific responsibilities, we are all working to achieve the success of the programme. You will have been recruited through Informa, however the day to day education is the responsibility of Middlesex University Business School. You will be enrolled at both Informa and Middlesex University as a student, but for all administrative matters relating to fees, initial application, or distribution of materials you should contact Informa in the first instance.

For all academic matters, including teaching, assessment and graduations please contact Middlesex University Business School. As you progress in the programme you will have one or more experts available to help you in each subject area. The names and contact details of each Module Leader can be found in this handbook. The module leaders can help with elements of the learning materials and making contact with tutors. Finally, the Programme Leader is always available if you are experiencing any difficulties or feel the need to discuss any academic or personal issues related to the programme.

You will enrol on this course which is validated by Middlesex University. This means that if you successfully complete all parts of the programme you will receive the qualification of MBA Oil & Gas awarded by Middlesex University, and may, if you wish, attend an appropriate Middlesex University graduation ceremony.

Further Documents held by Informa

Informa will also hold reference copies of the following documents for consultation by students and staff:

- The formal agreement of responsibilities between the University and the partner organisation on the delivery of the programme.

Responsibilities of Informa and Middlesex University Business School

You should contact Informa for enquiries relating to the following issues:

- Promotion of the programme
- Initial recruitment of students
- Initial processing of applications
- Collection of fees

You should contact Middlesex University Business School for enquiries relating to the following issues:

- Detailed processing of applications
- Delivery of tutorial support and materials
- Evaluation of programme design and teaching materials
- Maintenance of electronic resources used on the programme
- All aspects of assessment
- Graduation

You may contact either partner for enquiries relating to the following issues:
- Final offers to applicants
- Evaluation of student progress
- Overall monitoring of quality of the programme

Financial Issues

Tuition Fee Payment

You will be expected to pay your fees in accordance with the procedures set out by the partner organisation.

If you find that you have difficulty with fee payments, please contact Informa and Middlesex University Programme Coordinator as soon as possible by telephone or by email.

Informa and Middlesex University has a strict policy on fee payment. If you do not pay your fees when due you may be deregistered or have a financial hold automatically placed upon your record. This can prevent you from accessing certain University services and from viewing parts of your record.

University services include, but are not restricted to:
- Virtual learning environment
- Library lending
- Disclosure of your module grades

The annual tuition fee is due upon enrolment or as outlined in your offer if paying by instalments. Payment must be received prior to the start of the course. Failure to do so may result in you being de-registered i.e. cancellation of your enrolment.

Withdrawal, Interruption or Transfer

Tuition fee charges are determined on the basis of enrolment and not actual attendance/participation in your course. Charges will be incurred until such time as an official notification of withdrawal, interruption or transfer to another institution has been received by the partner organisation from you and submitted to the Middlesex University Programme Co-ordinator.

Please see the Your Study pages on UniHub for more advice on attendance and withdrawal, although your decision to withdraw, interrupt or transfer your studies must be communicated to the partner organisation for this course.
YOUR PROGRAMME

Your MBA has been specifically designed for senior professionals in the Oil & Gas industry industries, or those aspiring to progress to more senior levels, either through promotion in their existing companies, or by setting up their own businesses or acting as consultants.

Programme Structure

The MBA Oil & Gas programme has six core modules:

<table>
<thead>
<tr>
<th>Module Code</th>
<th>Module Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>MGT4821</td>
<td>The Oil &amp; Gas Industry</td>
<td>20</td>
</tr>
<tr>
<td>FIN4812</td>
<td>Oil &amp; Gas Finance &amp; Risk Management</td>
<td>20</td>
</tr>
<tr>
<td>MGT4810</td>
<td>Business Strategy</td>
<td>20</td>
</tr>
<tr>
<td>LWO4811</td>
<td>Executive Leadership</td>
<td>20</td>
</tr>
<tr>
<td>MKT4811</td>
<td>Advanced International Marketing</td>
<td>20</td>
</tr>
<tr>
<td>MGT4834</td>
<td>Managing Projects and Optimising Operations</td>
<td>20</td>
</tr>
</tbody>
</table>

In addition students will take:

**EITHER:**

- MBS4810  Research Methods (10 credits)
- Plus
- MBS4813  Business Transformation Project (30 credits)

**Plus one of the following two modules:**

- MGT4815  Information Management (20 credits)
- MGT4814  Management Perspectives (20 credits)

**OR:**

- MBS4812  Project (60 credits)
Personal Development

The MBA Oil & Gas is more than an educational course; it is also a management development programme. You will find as the programme progresses that your perspective on your role, on your managerial challenges, and on your career will be ever more contextualised as your perspective broadens. This will inevitably change the way you work as a professional manager.

You will be actively involved in a range of learning, teaching and assessment approaches as part of your programme. Learning, teaching and assessment approaches will encourage you to be directly involved in your learning and to co-operate with other students. We aim to give you prompt feedback on your learning and opportunities to reflect upon and learn from that feedback.

Such active learning approaches put students at the centre of the process where they are involved and engaged in all aspects of their learning and assessment - with your peers both individually and collaboratively, as well as working and learning with other students as part of a small group.

Your learning will also be supported by technology. Your tutors will be using existing and emerging learning technologies to engage you in e-learning activities. Your programme will be facilitated using a variety of media and online tools (podcasts, wikis, etc.) which will allow you flexible access to a diverse range of online resources, quizzes and learning materials as well as collaborative tools with which you can engage and learn with your peers. Not confined by time and space you will be able to take part in online discussions and learning activities from wherever you are studying.

Our tutors and the Web Helpdesk (UniHelp) will provide any support you may need whilst learning online: http://unihub.mdx.ac.uk/support/unihelp/index.aspx

By engaging with e-learning you will also be developing skills which are essential for your learning and are also highly valued by employers. These include but are not limited to; working flexibly, communication, understanding of IT, team working and creating shared understandings based on quality resources and access to global expertise.

You will engage in a variety of learning processes including blended learning, group activities and individual study. You will use text books, journal articles, websites and newspapers as sources of information. Students will engage in group and individual study activities as part of your participation. You must undertake both independent learning and interactive learning using the Virtual Learning Environment (VLE).

Induction

There are a number of resources and activities built into the first year of your university experience to enable you to focus upon, and understand, your own learning and development, and thus enable your progression and achievement.

Induction activities will have provided an initial introduction to study skills, personal development planning, academic standards and student expectation, along with the opportunity to get to know your fellow students and the programme team.
Learning from Different Industries and Contexts

A specialist MBA Oil & Gas graduate is expected to demonstrate a broad, analytical and integrated study of business and management coupled with a deep knowledge and understanding of the specialist subject area of the MBA Oil & Gas set within a wider organisation and contextual framework. Your MBA Oil & Gas will have an emphasis on understanding, responding to and shaping the dynamic and changing nature of business within the global business environment, and as such incorporates a broad based education in all the key areas that a manager at, or approaching, senior level will need. To this end you will study all the key areas – finance, marketing, human resources, operations, and so on. These will be placed in a context that is relevant to your specialist sector. However, in order to understand a specific sector, it is essential to make comparisons, and therefore you will often encounter learning in the form of activities and cases that will require you to go outside of your current environment. When it is appropriate, as well as using material drawn directly from your own industrial context, we will freely use material that covers other areas, such as telecommunications, pharmaceuticals, energy and logistics, retail, manufacturing, and public sector fields such as health services, housing, education, and public infrastructure - all of these will be used to provide a valuable learning experience for you. Equally, we will ask you at times to consider issues from different perspectives: that of the small start-up, for example, or the large corporate, the family business, the partnership, and so on. In some cases we may be explicit about asking you to draw lessons for your own role and professional context from these contrasts and comparisons, in others we will leave it to you to do so as is appropriate. This process of learning from other situations is part of the bedrock of management learning, as everyone's own industry is a 'small world' and we all have to learn from the example of other fields, and work out how to adapt these to our own environment.

Optional Elements of Your Programme

You will have an option to choose between an Applied Project, or taking a Business Transformation Project supported by an additional module.

The Applied Project carries 60 credits, is expected to deal with a major issue for your specialist sector or firm, and incorporates research methods tuition to support your investigation. Assessment is via a 15,000 word report, plus a video presentation suitable for senior management.

The Business Transformation Project carries 30 credits, and addresses a specific question that can be used as a lever of change in your organisation. This is supported by a 10 credit module on Research Methods. Assessment is primarily by a report of maximum 10,000 words. On this route you will also take an additional 20 credit module, with a choice of either Information Management, or Management Perspectives (please see the Appendix for the module narratives for these).

You will be given further information about these optional routes at the start of the programme. Although this aspect of the programme will not commence until the second year, we will guide you towards making a decision during the first year, to assist with the planning process.

The University is not able to make a definite commitment that all optional modules will be available for every run of the programme, however, in our experience the likelihood of an option not running is extremely low.

Studying by Distance Education - Processes

The collection of Distance Education activities and resources that will be provided for you represents a carefully designed blend of reading study and work you will do on your own, activities that you will do for feedback, extension learning, formal assessments, and collaborative learning with other members of the programme, which will generally include some online communication and discussion.

You will be provided with all the necessary materials and guides for study. The basis for the structure of learning will be the form in which the materials appear on the University's Virtual Learning
Environment, this will be the main medium of your learning. You can access this via https://myunihub.mdx.ac.uk.

You will have access to an online tutor for each module, who will be available for direct real-time support should you need it, and at other times on an asynchronous communication basis. This tutor will facilitate discussions, answer queries on any of the content, and give advice on assessments. Additional support will be provided by Module Leaders and the Programme Leader.

You will also have access to the University's helpdesk who will be able to help you with any technical difficulties should these arise, as well as the Business School's Liaison Librarian.

Assessed work will be completed in the manner prescribed in your module materials. Where this involves submitting coursework, in general this will be via the virtual learning environment, but please follow carefully any specific directions in the modules – they will differ in their requirements, due to the differences in the kind of content being assessed.

At all times – keep secure electronic copies of all work until you have successfully completed the whole programme.

You will be expected to take a degree of responsibility for part of your learning. At this level and in this format a certain amount of your learning is self-directed and the tutor will not always direct you. You should use the discussion boards not only to discuss themes and ideas with your tutor, but you should also engage in discussion with your fellow students. This interaction with your fellow students is a critical aspect of the learning process.

There will not be any examinations requiring attendance at a venue. We will, however, have certain online time-controlled tests in some modules. You will be required to take these within a specific time period, though as they will be online you will be able to complete them at a location of your choice.

**Learning Materials**

Your programme comprises of:

**An induction package of online activities (the induction module)** that covers key issues such as what is required at Masters level, how to make the best of your reading, how to do well with coursework and tests, with guidance on academic writing and referencing, working on your final project and dealing with materials critically.

**Module materials for each of the modules plus the final project.** It is intended that you will engage with these in their online form, via myUniHub. Most of the time downloadable versions of these are available and these can be printed to hard copy, though it is not advised to rely on these, as the materials have been designed for screen based learning. The online materials will need to be followed in coordination with the required textbook for each module.

As your learning is explicitly structured around the essential textbooks we will supply you with access to an electronic version of one essential text for each module. Kortext will email your Middlesex email with log on details prior to the start of each module. Many essential texts are available free for a limited time as e-books through the Middlesex University library resources, and your online reading lists can be accessed from the My Study area of Unihub. They highlight essential and recommended reading for all modules you will be registered on. There is one essential text book for each module and this core text will be available for you to download and keep beyond your studies.

You will be expected to gain access to the learning activities that are provided with many of the set texts; the examples we recommend are excellent developmental material.

Online within the virtual learning environment you will also be provided with syndicate (group) discussion forums for collaborative learning, using activities where you work with others on joint projects, and for collective discussions and critiques.
Your engagement with these will be scheduled and managed – and assessed – by the tutor team, and you will be strongly encouraged to continue to be involved in these as the programme progresses. There will also be a general space, where all programme members may post ideas, make statements, engage in debates with others, communicate with syndicate tutors and module leaders etc.

**Computing Requirements**

You will need to have a PC or Mac that has a good internet reception and a capacity to access and download substantial content (preferably via broadband reception), with an up to date internet browser. Recommended browsers to use can be found on Unihub, the University learning environment. Also required are standard desktop office packages such as Open Office or MS Office, video facility (webcam), audio recording and playback.

It is your responsibility to ensure that you do have sufficient computing and internet capability to engage fully with the programme. If in any doubt about your computing resources, please contact the University’s Programme Coordinator, who will liaise with the e-learning team and advise you.

**Module Format**

Modules will be made available to you following a schedule that allows you to work at a regular pace and to keep in sequence with the assessment requirements.

Each module is broken into a series of units, which generally will take about a week to complete. The format of each unit is based on a conceptual structure, known by the acronym SCATE:

- **Scope** – The overall range of the material that is covered in the unit. This will set out what learning outcomes are intended on this unit, and therefore it will assist you in planning how you tackle the material. It is always useful to refer back to learning outcomes at the end of your work on a unit to evaluate how far you have progressed. This will also help you to link together material from different units and modules.

- **Content** – The detailed content of the material to be learnt on the unit. In most cases the study guide here is intended to help you navigate through material provided in the set text.

- **Activities** – Exercises and application activities that help you consolidate your understanding of the content, and help you to understand how it connects with the realities of professional managerial experience. Some of these will be collaborative.

- **Thinking** – Helping you gain the depth that is required for Masters level learning, there will also be online discussions and related collaborative and reflective work to help you think about your own development, and how you can absorb what you have learnt so that it will help you be more effective as a manager. This is a personal aspect of learning and therefore will vary from individual to individual.

- **Extra** – Additional exercises and learning materials, some based on additional packages provided with the set textbooks, will also be available for you to continue to reinforce and extend your understand and application of the content you encounter in each unit.

**Programme Communications**

As well as email or online contact with your module leader and tutors, you can communicate with academic staff and your colleagues in the programme via the discussion forums and email. Twice a year there will be a Programme Voice Group (PVGs), where student voice leaders will be encouraged to express the views of the group on the programme via a structured feedback session. PVGs are one of the main formal channels of communication between staff and students. They are a forum in which students (through Student Voice Leaders) and staff can constructively discuss areas of good practice as well as areas needing improvement, with the collective aim of enhancing the student
experience. Students and Staff should both be given assurances they will not be penalised for raising issues at a PVG. Full details can be found on Myunihub.

Module tutors and/or module leaders will communicate to you the results of assessments, and provide you with written feedback. If you wish additional feedback, you should contact the module leader. In general feedback on assessments is provided within 15 working days.

**Responsibilities of the University and Students**

Both the partner organisation and Middlesex University Business School are responsible for providing you with all the elements that are necessary for your study on the programme, for maintaining the integrity of the online learning provision and for the interactions that take place on it, for monitoring your progress, for ensuring that you are supported and for ensuring that any questions or concerns you may have are addressed quickly and effectively. We have in place a team of academics, managers and e-learning specialists who will help ensure smooth delivery of service to you.

The University’s Library provides resources and support to students on distance education and work based learning programmes. You can access these resources via the My Library portlet within myUniHub: [https://myunihub.mdx.ac.uk/web/home-community/mystudy](https://myunihub.mdx.ac.uk/web/home-community/mystudy).

As a student, you also have certain responsibilities:

- To commit the appropriate amount of study time to the programme
- To engage in collective learning via the discussion boards
- To ensure that you have all the necessary resources to be able to succeed on the programme, including computer capacity, access codes, set texts
- To communicate with us if there are any issues affecting your work on the programme, and in particular to communicate any matters of concern over the programme to us quickly and professionally so that we can resolve them effectively
- To meet deadlines and operate reasonably within the framework provided by the programme structure

We think of this programme as a developing relationship, so we make a commitment to you and in return we look for the same commitment to the programme and to your peers from you. We hope that by the end of the programme you will have derived a huge benefit from those with whom you have worked.
ASSESSMENT

The assessment process is designed to achieve multiple purposes:

- To help you focus and bring your learning to a consolidated end point
- To give you feedback on your progress
- To act as a measure of learning attainment
- To provide the basis on which you are awarded the MBA

You will be provided with an assessment schedule at the beginning of the programme. This will set out the details of each assessment – when you should start it and when you will need to submit it. It is designed in such a way that you will be able to avoid bottlenecks and pressure points. The schedule is a committed timescale, though there may be situations where it is desirable to change certain deadlines – should that need arise we will consult with you all well in advance before making such changes.

It is very important that you complete all the assessed work (coursework, presentations, tests etc.) required for each module. Failure to do so will result in failure in the component or the module concerned should the required learning outcomes not be met. As all modules need to be passed in order to pass the MBA, an incomplete component of just one module can prevent the award of an MBA. Students are allowed one re-sit opportunity if a module is failed. Failing a module twice will result in failing the programme.

The golden rule with assessment is: if in doubt, ask. If you are not clear about what the brief requires you to do, then contact your tutor. Equally, if you are unsure about whether you are meeting the requirements, then you may consult the tutor for advice on what you are doing. Please note, that we cannot give comments on complete drafts – you can, however, seek a view about a sample of your work, or maybe a specific section or the structure.

Formative and Summative Assessment

An assessment task can be either formative or summative, or both.

Formative assessment is primarily developmental in nature and is designed to give feedback to students on their performance and how it can be improved. Formative assessment is a key part of the learning process, and has been shown to contribute to enhancement of learning and raising of standards. Whilst assessment that is formative in nature may contribute towards summative assessment (see below) its main intention is to help you develop and move forward.

Summative assessment is designed to measure the extent to which a learner has achieved the intended learning outcomes of a module. The summative component of an assessment task is designed to provide a measure of the achievement of a learning outcome by a learner. Summative assessment should assess achievement of all learning outcomes in a secure, fair and accurate manner. It is on the basis of a summative assessment of your achievement of the learning outcomes of each module, and of the programme as a whole, that an MBA Oil & Gas is awarded.

Assessment Strategy

The basis of the strategy of summative assessment on the MBA Oil & Gas is to provide a robust and fair measurement of your achievements. Whilst the need to assess achievement accurately imposes certain constraints on how assessments are carried out, it is the intention to ensure that at least some of the assessed work carries a real world feel to it. We expect all reports and presentations to be of a high professional standard – our basic touchstone for evaluating them is that they would be appropriate to be presented to a Board of Directors or senior management team in a typical professional context.

The assessments are varied, but in all modules there is a requirement for at least one substantial
written piece, and for a contribution to online discussion. There are no examinations in the traditional sense, but some time controlled assessments are included – these will normally require you to allocate a time within a specific period to work online on an exercise, or provide online answers to unseen questions, for a defined period of time. Time controlled unseen assessments are often viewed with caution by students, but our experience is that they remain a valuable way of assuring the authenticity of people’s work.

At Masters level it is worth noting that the primary intention of the assessments is to evaluate high level skills, such as dealing with uncertainty, synthesising thinking from a range of different sources, developing solutions to novel or non-recurrent problems, and using theories and concepts with flexibility and discretion. Assessments are therefore rarely purely knowledge based, but it is assumed that you will have mastered a sufficient range of the key knowledge, and you will demonstrate to us how, as a strategic manager, you are able to make use of that knowledge to help organisations be successful.

The following page details the summative assessments of the MBA Oil & Gas. Each of these is explained in greater detail in the learning guide for the module in question.

**Word Count Policy**
If an assessed piece of coursework has a stated word count, students are expected to follow the word count guidance as otherwise they are at risk of incurring penalties. All pieces of assessed coursework which are within +/-10% of the stated word count limit will be marked without penalty. All written submissions which are more than 10% over the stated word count limit and less than or equal to 20% over the stated word count limit will incur a 5% marking penalty. Any coursework submission which is more than 20% over the word count limit will incur a 5% marking penalty together with only the first 120% of the word count being marked.

**Referencing**

The policy of the Business School is to use the Harvard referencing system. Unless directed by a tutor, this is the system you should employ. Remember: **all material drawn from other sources should be referenced; failure to do so is a grave academic error and will put you at risk of being charged with plagiarism.** For further directions and guidance on using this referencing system please consult the library guidance notes.
<table>
<thead>
<tr>
<th>module</th>
<th>Credits</th>
<th>coursework 1</th>
<th>coursework 2</th>
<th>coursework 3</th>
<th>coursework 4</th>
<th>Online test</th>
</tr>
</thead>
<tbody>
<tr>
<td>MGT 4821 The Global Oil and Gas Industry</td>
<td>20</td>
<td>30</td>
<td>1500 word assignment</td>
<td>30</td>
<td>2500 word group assignment</td>
<td>10 Online test</td>
</tr>
<tr>
<td>FIN 4812 Oil and Gas Finance and Risk Management</td>
<td>20</td>
<td>45</td>
<td>2000 word report and workbook</td>
<td>45</td>
<td>1500 word business</td>
<td>10 VLE contrib</td>
</tr>
<tr>
<td>MGT4810 Business Strategy</td>
<td>20</td>
<td>40</td>
<td>2500 wd case study</td>
<td>50</td>
<td>2500 wd industry analysis</td>
<td>10 VLE contrib</td>
</tr>
<tr>
<td>LWO4811 Executive Leadership</td>
<td>20</td>
<td>60</td>
<td>e-portfolio</td>
<td>30</td>
<td>Applied essay</td>
<td>10 VLE contrib</td>
</tr>
<tr>
<td>MKT4811 Advanced International Marketing</td>
<td>20</td>
<td>30</td>
<td>2000 wd report</td>
<td>20</td>
<td>Group Presentation (1200 wds) + 10 – 12 slides</td>
<td>50 Individual report 2500 words</td>
</tr>
<tr>
<td>MGT4834 Managing Projects and Optimising Operations</td>
<td>20</td>
<td>50</td>
<td>3,500 word Group Report</td>
<td>40</td>
<td>1500 word Individual report</td>
<td>10 VLE contrib</td>
</tr>
<tr>
<td>MGT4814 Management Perspectives</td>
<td>20</td>
<td>45</td>
<td>2000 wd Report</td>
<td>45</td>
<td>1400 wd work analysis</td>
<td>10 VLE contrib</td>
</tr>
<tr>
<td>MGT4815 Information Management</td>
<td>20</td>
<td>40</td>
<td>2000 wd report</td>
<td>50</td>
<td>3000 wd analysis report</td>
<td>10 VLE contrib</td>
</tr>
<tr>
<td>MBS4812 Project</td>
<td>60</td>
<td></td>
<td>Project Proposal (zero rated)</td>
<td>20</td>
<td>Project presentation</td>
<td>80 Max. 15,000 word report</td>
</tr>
<tr>
<td>MBS4813 Business Transformation Project</td>
<td>30</td>
<td>10</td>
<td>BTP Planning Log</td>
<td>90</td>
<td>Max. 10,000 word report</td>
<td>10 VLE contrib</td>
</tr>
<tr>
<td>MBS 4810 Research methods</td>
<td>10</td>
<td></td>
<td>Project proposal</td>
<td></td>
<td></td>
<td>10 VLE contrib</td>
</tr>
</tbody>
</table>
Assessment Regulations

The regulations dealing with assessment are detailed, but they have been evolved to ensure that all students are dealt with fairly and equally, in a manner that nevertheless ensures that standards are maintained.

Assessment and progression regulations for taught programmes of study can be found in Section E of the University Regulations: www.mdx.ac.uk/regulations/.

You will find additional guidance in the Assessment Section which is available at http://unihub.mdx.ac.uk.

The University Regulations also detail procedures in relation to:
- Infringement of Assessment Regulations – Academic Misconduct (Section F) including collusion and plagiarism
- Appeal Regulations and Procedures (Section G)
- Student Conduct and Discipline; Student Complaints and Grievance Procedures
- Equal Opportunities
(see www.mdx.ac.uk/regulations/)

Certificates and Transcripts

Details of the information which will appear on your MBA Certificate are set out in the University Regulations Section E13: www.mdx.ac.uk/regulations/.

The following sections outline the key features of the assessment regulations. You are strongly advised to make sure that you fully understand these.

Grading Scale

The University grading scale is used in relation to, and in conjunction with, the University grade criteria guide and guidance on the generation and use of module level descriptors (see Regulations “Module Level Descriptors” and “Grade Criteria Guide” www.mdx.ac.uk/regulations/). Further information on the use of the University grading scale can be found at http://unihub.mdx.ac.uk.

Module Grades

Grades 1 to 16 are all pass grades. If you do not get one of these grades in any of your modules it is very important that you check exactly what you need to do in order to pass.

If you are given any of the following grades, you will need to take action: grades 17, 18, 19, 20, I or U.

- A student who receives a grade of 17, 18, 19 or 20 has the right to be reassessed once only in any module. Reassessment will be taken at the next available opportunity, unless deferred (see section on deferrals below).

- Reassessed components for modules above will not be graded at more than a bare pass. The bare pass grade will then be
aggregated with the actual grades of the components which were passed at the first attempt in order to calculate the overall module grade.

- For more information on the I grade (deferred assessment) see below.
- For more information on the U grade (academic misconduct allegation being investigated) see the section on “Plagiarism” below.

Individual module handbooks/learning materials set out specific module assessment criteria, including information about the weighting and aggregation of components of assessment.

### Deferrals

Students may seek permission to defer all or part of the assessment in a module to the next available opportunity. The full Deferral Policy is available via the Your Study page on UniHub: [http://unihub.mdx.ac.uk](http://unihub.mdx.ac.uk).

Deferrals can only be granted where **exceptional circumstances** prevent a student from completing assessment through no fault of their own and where documentary evidence is supplied. Deferral requests should be submitted on the Middlesex University form, and are submitted to UniHelp. In the first instance please email the Programme Coordinator (mba-oil@mdx.ac.uk) who will be able to advise you of the process. Please note you will need to attach verified scanned versions of supporting documentation, e.g. medical certificates, when raising a ticket.

There is no automatic deferral for this programme. Please see FAQs in this link regarding deadline for deferral applications: [http://unihub.mdx.ac.uk/your-study/assessment-and-regulations/extenuating-circumstances](http://unihub.mdx.ac.uk/your-study/assessment-and-regulations/extenuating-circumstances)

The deferral form is available in the Letters and Forms section of MyUniHub (Admin and Finances page): [https://myunihub.mdx.ac.uk/web/home-community/myadminandfinances](https://myunihub.mdx.ac.uk/web/home-community/myadminandfinances). Alternatively contact the Middlesex Programme Coordinator and they will email you a copy of the form.

### Extenuating Circumstances

If you do not wish to defer assessment, but are concerned that exceptional personal circumstances (e.g. ill health) might affect your performance in assessment, you should complete an extenuating circumstances form and attach supporting documentary evidence. This form should be submitted to the Middlesex University Programme Coordinator by email, again attaching verified scanned copies of any original documentation.

The extenuating circumstances will be summarised by the relevant Middlesex University Assessment Officer and brought to the attention of the appropriate assessment board. Extenuating circumstances are only considered when determining the progression or the final classification of borderline students. They are not used to change the grade in a module.

The final deadline for submission of extenuating circumstances forms, attaching supporting documentation, is the last date of the examination period. The extenuating circumstances form is available in the Letters and Forms section of myUniHub (Admin and Finances page): [https://myunihub.mdx.ac.uk/web/home-community/myadminandfinances](https://myunihub.mdx.ac.uk/web/home-community/myadminandfinances)
Interruptions (temporary withdrawal)

Students may also choose to interrupt their studies, that is, temporarily withdraw from their studies. The circumstances underlying the withdrawal from studies will vary, e.g. death of a loved one, severe work pressures. However, the circumstance should be beyond the individual student’s control necessitating a temporary withdrawal from studies. Please note the rules associated with interruptions, as follows:

1. Interruptions must happen before the start of a module.
2. All requests for interruptions must be approved by the relevant programme leader; requests must be accompanied by an explanation of circumstances.
3. Interruptions can only be granted in situations where the student will complete their programme in full within double the duration of the programme e.g. complete a two year programme within four years.

A student who wishes to temporarily withdraw from the programme of study before completion must give notice in writing to the Programme Co-ordinator. Students who temporarily withdraw from their studies should be aware that their current academic programme cannot be guaranteed to resume following re-admission as if no withdrawal has occurred and that it is their responsibility to make themselves familiar with any changes in assessment policy or practice in the programme of study syllabus that may have taken place during their absence.

Plagiarism

Plagiarism is the presentation by a student, as his or her own work, of a body of material (written, visual or oral) which is wholly or partly the work of another. In fact, plagiarism extends to cover one’s own work previously assessed or published, which is also required to be properly referenced. Taking unfair advantage in this way is considered by the University to be a serious offence. The University will take action against any student who plagiarises whether through negligence, foolishness or deliberate intent and could result in you being exited from the programme. You must make sure that written material, ideas, theories, formulae, etc. are acknowledged through the use of quotation marks, references and bibliographies. Information on the correct way of acknowledging work from other sources is available from campus learning resource centres and the relevant section within your induction.

Detailed information can be obtained via the Your Study pages on UniHub: [http://unihub.mdx.ac.uk](http://unihub.mdx.ac.uk).

See also the Referencing and Plagiarism library guide: [http://libguides.mdx.ac.uk/plagiarismreferencing](http://libguides.mdx.ac.uk/plagiarismreferencing).

Submission of Coursework

You are required to retain both electronic and physical copies of your work until the completion of the programme. Submissions will normally be delivered to the University by posting directly onto the virtual learning environment. Only if there has been a prior agreement or direction from the Module Leader, may assessments be emailed to Module Tutors, or to the Middlesex Programme Coordinator, via the specified email addresses. In all circumstances, however, you must make sure you understand what is required (including how the work is to be submitted) and that you comply precisely with the directions for submission.

It is a condition of admission to the programme that you accept all coursework may be subject to electronic checking by analysis and comparison with databases for potential plagiarism. Plagiarism is a serious academic offence and can lead to substantial penalties, including expulsion from the programme.

Marking, Second Marking and Marking Moderation

All assessment is moderated to ensure that grades have been recorded accurately. A sample of
assessments is second marked by a moderator. The sample shall be a minimum of 10% of assessments or 20% where the cohort is less than forty. In addition all fails are second marked.

External examiners are one way we assure the academic quality of the programme. They are subject experts who help assure that your Middlesex award is comparable to that at other UK universities by reviewing the programme curriculum, the assessment and the learning resources. Among other things they approve all exam papers before they are taken, attend the assessment board and write a report at the end of the year.

If you would like more information about the external examiners on your programme please email mba-oil@mdx.ac.uk. Please note that students should not make direct contact with external examiners. More information about the role of external examiners can be found on Unihub: http://unihub.mdx.ac.uk/your-study/ensuring-quality/external-examiners

Feedback on Assessment

Assessment feedback provides the opportunity for you to engage with feedback on your assessed work, to reflect on it, and to use this feedback as the basis for learning and to improve your work. Feedback can take many forms, and may be informal; for example, it may be offered and discussed in online forums either collectively or individually. It may also be more formal and delivered for example in typed or audio form from peers or academic staff. Understanding your feedback is very important: to achieve this you are encouraged to discuss feedback with your peers and academic staff.

All forms of assessment are part of the learning process, both formative and summative. Receiving feedback on your work is an essential and important part of your learning, and all programmes will therefore provide regular opportunities to assess your work formatively and provide feedback on it. The nature of the formative assessment and the feedback will vary between different modules. You will find further information in the University regulations detailed under the code of assessment practice. Arrangements for the provision of feedback shall include the minimum provision detailed in section M of the University regulations and shall be included in the relevant module handbook.

Your performance on each module of the programme will be graded according to the University’s 20 point scale, and you will receive individual or group feedback on each assessed activity. Feedback is normally provided within fifteen working days. You are encouraged to scrutinise any feedback carefully, in relation to the work and the assessment brief. You are welcome to discuss your feedback in more detail with the Module Tutor for further clarification.

<table>
<thead>
<tr>
<th>Grade</th>
<th>Other Qualifications</th>
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<tbody>
<tr>
<td>1 - 4</td>
<td>Distinction</td>
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<tr>
<td>5 - 8</td>
<td>Merit</td>
</tr>
<tr>
<td>9 - 12</td>
<td>Pass</td>
</tr>
<tr>
<td>13 - 16</td>
<td>Pass</td>
</tr>
<tr>
<td>17</td>
<td>Fail – marginal Compensation allowed</td>
</tr>
<tr>
<td>18</td>
<td>Fail Compensation allowed</td>
</tr>
<tr>
<td>19</td>
<td>Fail Compensation not allowed</td>
</tr>
<tr>
<td>20</td>
<td>Fail - Incorporating failure to participate in assessment necessary to achieve all learning outcomes. Compensation not allowed</td>
</tr>
</tbody>
</table>

Further administrative grades are also used to indicate re-assessment, deferrals and academic misconduct etc. The full scale can be found in the Assessment Regulations section in the Your Study area of UniHub: http://unihub.mdx.ac.uk/study/assess/results/index.aspx

If you have any questions about what your grades or status mean then you should look at the Assessment and Regulations pages on UniHub:
Quality Assured
You may have not heard the terms ‘quality assurance’ academic quality’ ‘academic standards’ before now and you may think they have nothing to do with you, however these terms are important to your programme. Full details on how we do this can be found at https://unihub.mdx.ac.uk/your-study/ensuring-quality

Participation Requirements

As the MBA Oil & Gas you are studying is by Distance Education, there is no formal requirement for attendance. However there are points at which a virtual presence is required, albeit not generally in real-time but within a specified period of time.

Participation in discussions and collaborative projects is a formally assessed element in each of the modules - hence you will need to become involved in these. Simply visiting these pages on the virtual learning environment will be insufficient – some participation will be required. Should your involvement fail to meet the minimum requirements as defined in each module you may be excluded from the assessment and be graded 20 in that component of the module. A 20 grade means “Fail – incorporating failure to participate in assessment necessary to achieve all learning outcomes – compensation not allowed”. It is your responsibility to ensure that your engagement with learning activities fulfils the published requirements.

Group Assessment

Working in groups, and associated required skills, are an increasing feature of modern managerial practice. We use group work on the MBA Oil & Gas to reinforce this practice and also specifically because certain aspects of learning are much better explored and addressed in a group setting than individually in isolation. Group learning experiences make an effective contribution to learning and development at MBA level - group work can reinforce skills, break complex tasks into manageable sections, introduce planning, delegation and management skills, pool knowledge and experience, develop peer support and feedback, introduce shared and individual accountability, challenge assumptions and develop stronger communications skills, and much more.

Group work can be for learning only, or in some cases it may be assessed as well. When group work is undertaken, you will work in a syndicate. Your syndicate will work together on the group activity and group discussions. You will often have the support of a designated tutor for your syndicate, who will help you manage the group as well as support each individual's progress.

Much group work is formative – for feedback on learning, but some of it may be summatively assessed. On the MBA Oil & Gas we will generally assess group work on the basis that all members of a group should have made sufficient and equal contribution and justify an equal grade, but in some cases peer review may also be invited. This does not mean that each member of the group will have delivered exactly the same proportion of the final submitted work - rather it means that there should have been something approaching an equality of input. Part of learning during group work is of course managing the division of tasks, setting expectations, defining the process to be followed, time management, and a lot more right through to delivery of the final work.

This, however, assumes that members of the group manage the situation professionally. There are often difficulties in groups, and this is a normal phenomenon that in itself does not imply success or failure – sometimes there is a perception, or a reality, that one or more people have made too little contribution, sometimes that they have done too much of the work and excessively dominated the others. The main issue is that these issues are managed effectively. We will expect groups to take the same appropriate managerial actions to resolve issues as they would in a working situation. If the problem remains after several attempts have been made to manage it (say if the person in question repeatedly fails to respond to contact from the rest of the group) then it is appropriate to refer the issue upwards i.e. to approach the module tutor. If sufficient members of a group agree, the tutor will investigate and, if appropriate and with the approval of the module leader, can take action to address
the situation. This action could eventually include the removal of an individual from the group, with the individual instead getting a personal assignment but also receiving a grade penalty.

In any situation like this, whatever action is taken, a written statement will need to be made by each member of a group to attest to their contribution. This will be used as the basis for awarding marks, which may still be equal amongst all participants or, if necessary, differentially based on varying group contribution. Your tutor will normally make the judgement about equity of input in the group on the basis of written statements, but in some cases they may ask a group or the class as a whole to engage in a peer review exercise, as a means of providing further evidence of individual involvement.

Please note that where group assessments are involved, all discussion and joint work must be posted in the relevant places in the module area within the virtual learning environment. This is to ensure ease of group consultation for everyone, but also for the ease of scrutiny by tutors to ascertain that there have been appropriate levels of group contribution.

Programme Progression

You may progress through to the final project after all compulsory taught modules have been satisfactorily completed. In other words, to progress through to the final project you must have received a pass or above in every core taught module. This is a requirement of the programme.

Final Project

For your final assignment you will have a choice between an applied project or a business transformation project (BTP).

In each case, you will be expected to identify an issue affecting your organisation or a part of your industry, carry out an investigation into this, draw conclusions, and propose actions that will be acceptable to key decision makers in the organisation or industry. The main differences between the two projects are (a) the scale of the project - how wide ranging is the topic, how much depth is gone into regarding the evidence for decisions, and the corresponding size of the final report and (b) the degree of research involved – how deep is the range of academic and professional literature accessed, how sophisticated are the methods of collecting and analysing field data.

Business Transformation Project

The BTP is supported by an initial 10 credit Research Methods module, which will prepare you for the action research and change management approach in the main piece of work, requiring you to produce a Project Proposal (which must be passed before you can proceed on to the BTP). The final assessment for the BTP is a project report of up to 10,000 words. You will also, should you choose this approach, follow an additional 20 credit optional module, either Management Perspectives or Information Management.

Applied Project

The 60 credit Applied Project incorporates the essential training in appropriate methods, which may be further reaching and potentially more academically focussed than with the BTP. Again a Project Proposal will need to be passed before the research goes ahead. The final assessment will be based on a report of up to 15,000 words plus a presentation suitable for senior management.

Implementation

With both projects, as far as is reasonable we will encourage individuals to carry out a project that they can have a direct role in implementing (although this is not a formal requirement and someone not in such a position is not marked down on this aspect). In limited cases there may be projects available for individuals to undertake on behalf of independent clients.
Supervision

You will receive support from a project supervisor, based on the proposal that you write for the project. Project supervision support is based on a process perspective — that means that the supervisor will not necessarily be an expert in your topic, but rather they will be an expert in facilitating individuals carrying out their own research, irrespective of subject matter. In cases where there is a substantial amount of technical or specialist content to your project we will discuss with you the scope of the work, and if necessary advise on revising the topic, or perhaps source specialist expertise within the network of contacts that both Middlesex University and Informa have in the industry.

Interaction with your supervisor is driven by you, not by the supervisor. This therefore places the responsibility for successful completion of the project with yourself.

Your final project will be double-marked and the written feedback provided to you will represent a distillation of the views of the two markers. In some cases there may also be opinion from an industry professional. However in all cases those involved in assessment are bound by a duty of confidentiality.
Programme Regulations for Progression and Award

Your Results

At the end of each academic year your module grades will be considered and confirmed by an Assessment Board. Once the Assessment Board has met you will be able to view your results and progression status in the My Study area on myUniHub: https://myunihub.mdx.ac.uk/web/home-community/mystudy. If any results are still provisional then they will be clearly labelled as such.

The date for the release of results and progression decisions is on the Academic Calendar which can be found at the start of this handbook.

For more information about results and assessment, for example what you need to do to progress, what happens if you fail a module or what happens if you cannot submit a piece of assessment please refer to the My Study area of UniHub.

Certificates

When you graduate your final qualification certificate is issued by Middlesex University and will have details of your qualification. Your certificate will be sent to you by Middlesex University within 4 months of the date your qualification is awarded (usually the Assessment Board date). It will be sent to you at the address on myUniHub. It is therefore very important that you keep your details up to date.

Full details of the information which will appear on your certificate are set out in the Middlesex Regulations, section E13.5: http://www.mdx.ac.uk/regulations.

Diploma Supplement

All students are issued with a diploma supplement from Middlesex University. Your diploma supplement will include the modules you have taken with grades achieved and state your qualification with the classification and title. Additionally however it contains information on the nature, level, context, content and status of the studies undertaken and successfully completed. Diploma supplements are intended to help external parties such as current or future employers or other Higher Education providers understand more about your programme in addition to your grades.

If at any time you need to request a copy of your diploma supplement then you can do so via the Admin and Finances section of myUniHub: https://myunihub.mdx.ac.uk/web/home-community/myadminandfinances.

Academic Misconduct

It is important that you are aware of what constitutes academic misconduct and section F of the University Regulations gives this in full: http://www.mdx.ac.uk/aboutus/strategy/regulations/index.aspx.

Plagiarism is taking someone else’s work or ideas and passing them off as your own. Remember plagiarism isn’t just restricted to essays or reports it can also happen with visual work as well. It includes:

- copying – submission of someone else’s entire work as your own. The original work could be from the internet, a classmate, or a student in a previous year.
- failing to indicate a direct quote (quotation marks should be used) in the text.
- paraphrasing or synthesising material from a book, journal article or internet site without acknowledging the source in the text.
- composing a paragraph by joining together sentences from a number of sources and
not acknowledging them in the text.

- using your own previous work in another assignment without acknowledging it.

The University takes plagiarism very seriously and you will face a penalty if found guilty of plagiarism regardless of whether it was unintentional or a first offence. You should therefore make sure that you understand how to reference properly so that you can use another author’s work without plagiarising. The library has produced a useful guide on referencing which you can access online at: libguides.mdx.ac.uk/plagiarismreferencing plus you will be given guidance and examples during your induction.

Academic misconduct also covers examinations. You should ensure that you read the exam regulations before taking your exams. These can be found in the Your Study section of UniHub: http://unihub.mdx.ac.uk/your-study/exams/exam-regulations

If you have any questions regarding plagiarism or academic misconduct then please contact your programme leader.

Appeals

All students are able to appeal against Assessment Board decisions and the outcome of academic misconduct cases. The regulations for appeals are set out in Section G of the University Regulations: http://www.mdx.ac.uk/aboutus/strategy/regulations/index.aspx.

If you are considering submitting an appeal against an Assessment Board decision then please consult the guidance on UniHub: http://unihub.mdx.ac.uk/your-study/assessment-and-regulations/appeals.
HOW YOU CAN HELP ENHANCE YOUR PROGRAMME

Programme and Module Progress Review

As part of the University’s commitment to quality there are periodic reviews of the progress of the programme, as well as reviews of modules. The online Board of Study, conducted twice a year, will be an opportunity for all participants – tutors as well as students – to evaluate the trajectory of the programme, identify strengths to build on and areas to be improved. At the end of each module there will be an opportunity to formally review your own progress through this, and you will also have the opportunity to review the whole programme midway and at its conclusion.

Needless to say this should not preclude anyone from giving feedback to the programme team at any time, as appropriate. The feedback you give through your student voice leaders, through surveys and at Boards of Study meetings plays an important part in reviewing the Programme during and at the end of the academic year.

Boards of Study

The purpose of the Board of Study is to provide a forum for discussion between you and staff involved in all aspects of your programme. The student voice leaders of the programme will be invited to the Board of Study which will take place via the Programme Moodle site.

The membership of the MBA Board of Study will include:
- 2 Student voice representatives
- Programme Leader
- Academic staff aligned to the delivery of the programme or modules
- Support services representatives
- Representative of the partner organisation.

Minutes are made of the discussion and decisions of each Board meeting, and these are circulated to members with outcomes. The minutes are included with the programme Quality/Annual Monitoring Report for consideration by the University and made available to all students on the programme area of the virtual learning environment. The points raised at the meeting are carefully recorded, as are the actions taken upon them, and are made available.

Terms of reference

Full terms of reference are available in the Learning and Quality Enhancement Handbook Section 11 at http://www.mdx.ac.uk/about-us/policies/academic-quality/handbook/lqe-handbook-section-11

Dates

Board of Study meetings will be held twice a year, at specific dates announced in advance by the Programme Coordinator and indicated in this handbook (see academic calendar). In exceptional circumstances the Programme Leader may call a Board of Studies meeting at other times, or in person.

Module Evaluation Forms

Module feedback will be requested throughout the academic year. This will be completed online and treated as completely anonymous. The aim of this feedback process is to elicit your views on the quality of modules taken. Module forms examine each module in some detail and invite comment on your module in general.

All reports will be an item for discussion during Boards of Study and will, where necessary, be
reported upon during the quality/annual monitoring process. The whole feedback process will also be reviewed on a regular basis, to ensure that it is effective in helping provide a good quality experience for students.

**Postgraduate Taught Experience Survey**

The Postgraduate Taught Experience Survey (PTES) is your chance to tell us your thoughts about your course. The results help us compare how we are doing with other institutions, to make changes that will improve what we do in future and to keep doing things that you value. This will help improve the experience of students like you in the future.

PTES concentrates on your programme and includes:

- Motivations for taking the course;
- Information you were given to help choose your course;
- Your experience of teaching and learning;
- The organisation of your course;
- Assessment and dissertation (or major project);
- Career development.

Your feedback is important. Over one hundred universities and colleges take part. This means we can compare your experience against similar postgraduates at other institutions to see if we are supporting your learning as we should. We use the findings to improve our courses and the learning experience for future students.

The survey is anonymous and no-one will be able to identify you from any results. The survey asks that any comments you make should not identify yourself or any specific members of staff.

You will receive an email to your University email address with a link to the questionnaire in the Spring. Simply click on the link and complete the online form.

**Suggestions and Complaints**

We welcome your suggestions on how we might improve your experience of the programme even when this takes the form of a complaint about a service, a member of staff or another student.

If you have a suggestion or a complaint about any aspect of the programme, raise it with the person concerned in the first instance. If you are not satisfied with the outcome you can progress the matter through informal and formal procedures step by step up the management structure of the university. Full details of these steps are available in the University Regulations (www.mdx.ac.uk/regulations/) within the Student Complaints and Grievance Procedures.

If you are not sure who to speak to, seek advice from either the Middlesex University Programme Coordinator or the partner organisation Programme Coordinator in the first instance. If something goes wrong, we aim to put it right as quickly as possible. Your advice and comments are essential.

If the complaint is in relation to actions taken by the Partner Organisation, then you will need to ensure that you have complied with their internal complaints and grievance procedures. We will, where complaints are made to both partners, work in collaboration to ensure that matters are resolved to achieve the best outcomes for students.

**Quality Assurance of Your Programme**

Quality Assurance Agency for Higher Education (QAA) Code of Practice: Collaborative Provision and Flexible and Distributed Learning. The QAA is an independent agency appointed by the UK Government to be responsible for safeguarding quality and standards in UK higher education. To ensure standards are comparable across the UK they have produced a Code of Practice which outlines in a number of sections the key principles that all UK Universities should operate in accordance with. The most relevant to your programme is the section on collaborative programmes as
it describes how Middlesex should go about ensuring that both your student experience and the award you get are comparable and equivalent to a student studying at the university. Middlesex has many procedures in place to ensure that the precepts in the Code are embedded with the programme and therefore ultimately meet the requirements of the QAA Code of Practice. This section of the Code can be viewed online at the address given below, however the precepts contained in this code of practice are thoroughly embedded within this collaborative programme: 

Middlesex University, and its programmes, are subject to periodic audit or review by external quality agencies such as the QAA. These audits and reviews place confidence in the quality and standards of provision as operated at Middlesex University. A QAA audit of quality and standards of Middlesex University awards, conducted in 2011, which audited programmes delivered with collaborative partners. The University was awarded a judgement of confidence in the soundness of the University’s current and future management of the quality of its programmes and the academic standards of its awards. This judgement is the highest level judgement that can be awarded by the QAA. QAA review and audit reports can be viewed on the QAA website at: www.qaa.ac.uk. The QAA also review higher education providers (including Middlesex) to ensure that it is operating in line with the Quality Code and providing best academic experience for its students.

Information on assuring the quality of your programme can be found here: http://unihub.mdx.ac.uk/your-study/ensuring-quality.
STUDENT SUPPORT

Employability

Middlesex University is committed to supporting you to develop your employability skills; we do this by designing your programme – MBA Oil & Gas - so that you have the opportunity to develop a key set of employability skills including teaming working, self-management, business and customer awareness, communication, problem solving and the application of literacy, numeracy and information technology. The development of employability skills – for example, teamwork, self-management, business and customer awareness, communication, literacy and numeracy – are all integral parts of your postgraduate programme, although this may not always be evident to you as they will not always be presented as such.

One of the most critical skills needed at a senior management level is conceptual judgement. By this we mean the ability to be agile and far sighted in your thinking, and constructively critical in your assessment of information. Senior Managers resolve issues and make decisions on imperfect information, and in fluid contexts where the situation may be continually changing. This programme is structured to develop your mental agility and professional vision. One way that this can be achieved is via the online medium itself, which requires you to develop a set of skills that you would not normally develop in a classroom. This is because (other than assessment deadlines) you are in control of your online engagement. A second way is via your engagement with other students - with or without the guidance of your tutor. The format of online discussion gives you the opportunity to exercise and develop your critical and discursive skills, with fellow students as well as with your tutors.

Although this highlights to a certain extent how employability has been embedded in the MBA Oil & Gas curriculum, it is still your responsibility to actively seek out these skills and identify what is covered where.

We also offer extra-curricular opportunities including:

- a wide range of support delivered through our Employability Service including help to: plan a route into employment, to gain the skills and experience necessary to be successful in the workplace and to help you secure your dream job
- a range of services through our Enterprise Development Hub to help you research, develop and start a business while gaining valuable employability and enterprise skills
- numerous opportunities for you to work for Middlesex while you study; this provides valuable work experience but also a worthwhile income to help you meet the costs of studying. A range of employment options are available including: full year placement and other work opportunities; participation in our Student Ambassador Scheme and opportunities to become a Student Learning Assistant or Student Helper
- one of the most comprehensive exchange programmes in the UK; you can go on exchange on most degree programmes as the University has over 100 different exchange partners to choose from, both within the European Union and throughout the rest of the world

The range of support offered through our Employability Service includes:

- Our newly refurbished Employability Centre which provides an engaging and supportive environment in which you can access face-to-face, one-to-one support from an Employability Adviser with a working knowledge of your programme/School
- MDX Employability Support – providing employability and enterprise support through telephone, email and webcam technologies. Support is available to help you with all aspects of sourcing, accessing and securing a job including writing a compelling CV, completing a job application form, writing a covering letter, preparing for an interview and managing an on-line presence
- MDX Work Experience – provides support to help you to source, access and secure a period of work experience or a placement, internship or volunteering opportunity
- MDXJobs.com – is our vacancy database of full and part-time work opportunities including placements, internships and graduate jobs. Many of these opportunities are available only for
Middlesex students so whilst you may compete with other Middlesex students, you will not compete with the wider market place

- **MDX Graduate Support** – is a dedicated recruitment service for final year students
- **MDX Postgraduate Support** – is a dedicated service for our postgraduate community
- **MDX International Employability** – this is tailored support to help you if you are an international student wanting to source, access and secure a job in your home country
- **MDX Employability Events** – a range of on-campus events for students attended by employers, trade associations and professional bodies; our aim is to ensure that you have real opportunities to engage with employers so that you come away with meaningful and tangible outputs from the events
- **MDX Employability Webinars and Resources** – this is a range of online employability and enterprise webinars, videos and resources for you to access at a time of your choosing
- **MDX Employability Self-Assessment** – this is an online tool to enable you to identify and address employability skills gaps. The online tool is also useful in the context of enabling the Employability Service to identify common employability skills gaps and to implement provision accordingly

Email: employability@mdx.ac.uk
Telephone: 0208 411 4923

### Wellbeing Services

#### Disability and Dyslexia Support

The Middlesex University Disability Service supports students with a wide range of disabilities and medical conditions, including:

- Specific learning difficulties (i.e. dyslexia)
- Visual impairment
- Mobility issues
- Ongoing illness
- Mental Health conditions
- Hearing impairment
- Autism Spectrum Disorders

Our team of Disability Advisers give advice and guidance and arrange support and Reasonable Accommodations for Middlesex students with disabilities. To arrange an appointment with a Disability Adviser please contact the service on 0208 411 2502 or email us at disability@mdx.ac.uk.

#### Counselling and Mental Health

The Counselling & Mental Health team provide mental wellbeing support and a confidential counselling and psychological therapy service to help you manage any challenges that arise while you study with us.

To make an appointment to see a psychological therapist, please book an appointment using this link on our UniHub Counselling & Mental Health pages:

[https://unihelp.mdx.ac.uk/counsellingandmentalhealth](https://unihelp.mdx.ac.uk/counsellingandmentalhealth)

We have some same-day ‘mini’ appointments of 25 minutes each available Monday to Friday. To book an appointment, go to the Counselling & Mental Health UniHub page and follow this link:

[http://appointment-support.mdx.ac.uk/booking/counselling?_ga=1.1154101105.876690093.1403017143](http://appointment-support.mdx.ac.uk/booking/counselling?_ga=1.1154101105.876690093.1403017143)

For general enquiries, the team can be contacted at: counselling@mdx.ac.uk
For opening times, please visit the UniHub website, and our service will be listed under your support services.
Learning Enhancement Team

The Learning Enhancement Team are a team of specialists available to support students to get the most out of their time at Middlesex, providing the tools and support needed to excel in all aspects of studying. The Learning Enhancement Team provides support through two key services; Academic Writing and Language (AWL) and Maths, Stats and Numeracy (MSN). In addition to these services, there are a series of help sheets and more information about help and guidance available on UniHub: http://unihub.mdx.ac.uk/your-study/learning-enhancement-team

Student Advice, Educational Guidance and Support

You are expected to be independent and to take responsibility for your own academic and personal life. However there is a lot of help available.

Your tutors will direct your studies and ensure that you know what work you need to cover in any given module. Seek advice from academic staff either within online work, or by email or telephone.

General educational guidance and clarification of University Regulations is available from the Programme Leader and/or the Middlesex University Programme Coordinator, who will either be able to resolve your question or will identify the appropriate source to deal with the matter. For questions about fees, admission, or registration you may be better advised in the first instance to contact Informa

In addition, you can obtain a wide range of support, advice and information direct from UniHub; http://unihub.mdx.ac.uk.

International Student Support

Middlesex University is renowned for its international approach and the wide diversity of its student and staff body, your programme will reflect this diversity. Whilst the Distance Education format is unlikely to raise substantial issues concerning international study, it is important for you to know that we are fully attuned to the range of differing needs of students from around the world. All members of Student Support Teams are dedicated to supporting international students, who make up over 20% of students in the university. If you feel that you need some advice or guidance in this respect, check on UniHub: http://unihub.mdx.ac.uk or ask the Programme Coordinator if you are unsure who to speak to.

Careers Service

The MBA Oil & Gas programme itself does offer some points where reflection on career and future progression are encouraged, and in the final end of programme review we will encourage you to evaluate your personal learning as a means of identifying your next steps.

The University provides a career service that is available to support students in this programme. Graduates from this programme will be able to progress onto the DProf and DBA programmes.

Student Membership of the University

A statement of rights and responsibilities of student membership of the University can be found in the University Regulations at www.mdx.ac.uk/regulations/

Middlesex University Students’ Union – the student voice of Middlesex

MUSU (Middlesex University Students’ Union) is a democratically elected, student-led, not-for-profit organisation to which all enrolled Middlesex students are automatically members. MUSU exists in
order to promote, support, respond to, campaign on behalf of and above all represent the student body both to the University and, through its affiliation with the NUS (National Union of Students), nationally and to the wider community as a whole – in essence MUSU aims to be the definitive student voice of Middlesex. MUSU is a membership organisation with officers elected annually each spring by the student body to represent their interests. These officers, along with the staff team, oversee the day to day running of MUSU and its longer-term strategic direction.

MUSU provides a number of services, activities and projects in addition to its democratic function in order to fulfil its mission. These include financial and resource support for student clubs and societies, welfare and academic advice, referral, representation and campaigning, the student course rep scheme which provides a formal and organised system of feedback on course provision, an online radio station with shows entirely hosted by student presenters (MUD Radio) and a monthly magazine written and edited by current, and sometimes former, Middlesex students (MUD Magazine).

For more information, to access services, support and activities visit [http://www.mdxsu.com/](http://www.mdxsu.com/).

**LIBRARY AND IT SUPPORT**

The Library and IT support provide resources and support to aid student learning. Details of the services can be found on the Your Study page of UniHub: [http://unihub.mdx.ac.uk](http://unihub.mdx.ac.uk).

**My Learning**

The online learning environment will be where you will find study materials, including lecture notes, to support your studies together with discussion boards, module information, announcements and important information. This is the central mechanism for your learning. It will be the location of your learning materials, including lecture notes, the point for discussions and online interactions with your fellow MBA Oil & Gas students, and the environment within which you will submit assessments and receive feedback.

Within the online learning environment (My Learning) you will have access to the overall programme site for MBA Oil & Gas and the site for each module as it becomes live on the scheduled start date, via the My Courses tab at the top of the screen. The online induction materials will provide you with more information about how you will be expected to interact online. If you have difficulties accessing materials please contact UniHelp available at [https://unihelp.mdx.ac.uk/enquiry](https://unihelp.mdx.ac.uk/enquiry).

**Programme Specific Resources**

In general the key resources you will need are provided for you. Additional material, especially from journals, will be made available via the University’s online resources or in some cases may be posted on the virtual learning environment. If in any doubt please feel free to contact the subject librarian.

Subject librarians can provide online support in research skills and the use of subject specific resources and will be able to contact you personally to discuss individual projects. Contact details of the subject librarian may be found at: [http://libguides.mdx.ac.uk](http://libguides.mdx.ac.uk).

**University and Library Enquiries**

You are able to use UniHelp available at [https://unihelp.mdx.ac.uk/enquiry](https://unihelp.mdx.ac.uk/enquiry) for all enquiries about university life and basic library enquiries. They can also assist with logon and password or other technical problems and are available via the internet and by phone 44 (0) 208 411 6060, 8am – 9pm Monday to Friday, 9am – 9pm Saturday and Sunday.
'Ask a Librarian' is an online enquiry service, which you can use if you have any questions regarding access and use of resources, or need help locating materials for your study and research: http://wgfp-prrw02.mdx.ac.uk:8001/forms/DynamicForms.aspx?FORM=AskALibrarian

Accessing Your Own Records

You can view your module registrations, academic records (including assessment results) and other information (including personal details) on myUniHub: https://myunihub.mdx.ac.uk/web/home-community/mystudy. It is very important to keep us informed of any changes to your personal contact details at all times. You can check and amend the information that the University holds about you by using the links in the My Personal Record portlet on the My Admin and Finances page of myUniHub https://myunihub.mdx.ac.uk.

Timetable

A schedule of modules, assessment dates, and the opening and closing of online activities such as discussion boards, will be provided at the start of your programme and this should be your key template for planning study. Your study timetable is primarily dictated by your own commitments and availability, but you are expected to regularly commit time to studying. There is a formal schedule of units of study for each module, based around the idea that each unit should take about one week to work through. Assessments and online interactions, such as discussion activities, are scheduled on this basis.

University Email Account

As an enrolled student, you have your own University email address (in the form xxnnn@live.mdx.ac.uk, where xx are your initials, and nnn is a number generated by the system).

This code will be sent to you by the Middlesex University Programme Co-ordinator. You will need to run a simple allocation process at a PC to set this up. Your username, pin, and student identification number are important items that facilitate access to a range of University based services, including access to online library resources such as electronic journals. It is essential to keep these details secure. Should you have any issues such as loss of a written record of these details, or any other problem accessing your account, please contact the Middlesex University Programme Coordinator, who will be able to help in resolving the matter.

Your university email address will be the prime means by which we communicate with you. It will be used for a wide range of electronic communications from and to your fellow students, your tutors, Module Leaders, the student support team, the Learning Resource Centre, the University administrators and authorities. It is essential therefore, that you keep this address and the associated inbox storage in good order and that you check it regularly.

You can access your email by logging into myUniHub and going to the My Middlesex page: https://myunihub.mdx.ac.uk/web/home-community/mymiddlesex.

For quick guides on using your account and the network go to the Your Study pages on UniHub: http://unihub.mdx.ac.uk.

If you have difficulties accessing your email please log a support call with UniHelp: https://unihelp.mdx.ac.uk/enquiry.

Important Note on Privacy

To ensure security, continuity and privacy, the University discourages the use of private accounts for university business. You should ensure that personal information contained on myUniHub is accurate
and up to date, but you are not required to publicise this private information to other students or individual members of staff.

Health, Safety and Welfare

In most respects, as you are studying away from the University, you will not need substantial support in respect of health safety and welfare. It is useful, however for you to be aware that the University does offer support in this area. Details can be found at UniHub: http://unihub.mdx.ac.uk.
APPENDICES

Accessing University IT Systems

Logging onto myUniHub

As a Middlesex student you will be using UniHub on a constant basis. Your login details to access the personalised areas of UniHub or myUniHub are:

- **Username**: Your IT User ID – this is the prefix to your Middlesex email address as sent to you by the Programme Coordinator.

- **Initial password**: Your 9 digit student number (including the 'M') and the first three characters of your birth month, e.g. M12345678nov. When you first log in you will be prompted to change your password to something more memorable.

In case of any problems please log a support call with UniHelp: [http://unihub.mdx.ac.uk/unihelp](http://unihub.mdx.ac.uk/unihelp)

Your Middlesex University Email Account

As an enrolled student, you have your own University email address (in the form xxnnn@live.mdx.ac.uk, where xx are your initials, and nnn is a number generated by the system. This code will be sent to you by the Middlesex University Programme Co-ordinator.

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If you have difficulties accessing your email please log a support call with UniHelp: [http://unihub.mdx.ac.uk/unihelp](http://unihub.mdx.ac.uk/unihelp).

Logging onto your Sky Drive online file store

This provides you with 25GB of online storage which can be accessed at [http://www.skydrive.live.com](http://www.skydrive.live.com). Your user ID and password are the same as your email account.

For quick guides on using your account and the network go to the Your Study pages on UniHub: [http://unihub.mdx.ac.uk/](http://unihub.mdx.ac.uk/).

Logging onto the Library Catalogue

Access the library catalogue at: [http://library.mdx.ac.uk](http://library.mdx.ac.uk) or via UniHub. Enter your borrower ID. This is your student number. Enter your PIN. Your password will be your date of birth (DDMMYY). If you are unsuccessful type in the default PIN number: 111111.

If you have difficulties accessing any university system please contact UniHelp available online at [http://unihub.mdx.ac.uk/unihelp](http://unihub.mdx.ac.uk/unihelp).
1. Programme title | MBA Oil & Gas
2. Awarding institution | Middlesex University
3. Teaching institution | Middlesex University/Informa
4. Details of accreditation by professional/statutory/regulatory body | Middlesex University
5. Final qualification | Master of Business Administration
6. Year of validation | 2009
   Year of amendment | and 2015 (for period of 6 years)
7. Language of study | English
8. Mode of study | Distance Education

9. Criteria for admission to the programme –

We consider applications on their individual merits and circumstances. However as a guide the elements we consider when assessing the suitability of an applicant are:

- A Bachelor’s Degree or an equivalent qualification normally at second class honours or above - or equivalent international academic qualification.
- A minimum of two years’ relevant managerial or professional work experience since undergraduate graduation. Managerial experience means having responsibility for people and / or functions and / or relevant technical expertise.
- At least two years’ experience working in the Oil & Gas or related industry sector.
- Candidates without an undergraduate honours degree must demonstrate at least five years’ senior managerial experience and may be required to submit a GMAT test result of 550 or higher. A full description of your experience is essential to show clearly your successful career path and the contribution you can make to the MBA Oil & Gas programme. Fluency in spoken and written English is a requirement for entry to the programme. This can be by English being your mother tongue or you have previously successfully completed an undergraduate or postgraduate qualification at a recognised institution where the medium of tuition and assessment was entirely in English (proof must be provided). Where this is not the case, an unconditional offer cannot be given until you provide satisfactory evidence of your English language ability by:
  - A minimum IELTS score of 6.5 (with minimum 6.0 in all four components). You can take this test in any of the centres in British Council offices overseas. Applications should be made direct to the local office. If no office is available, enquire at the British Consular Offices.
  - A minimum TOEFL score of 575 (no less than 4.5 in test of written English) or TOEFL iBT of 90 (with no less than 19 in each component).
  - Or equivalent qualification.

Candidates not meeting these requirements may, in exceptional cases, be considered for admission where there is strong supporting education or experience. All such cases will be at the discretion of the MBA Oil & Gas admissions team.
### 10. Aims of the programme

The programme aims to:

The programme aims to develop individuals to manage successfully and ethically within the Oil & Gas industry, in an increasingly global, diverse and dynamic business environment. The programme furthermore aims to produce reflective, accountable management professionals.

**This aim is achieved through:**

- ensuring that students gain a thorough and integrated understanding of the various disciplines that contribute to the study of management as this applies within the Oil & Gas industry;
- facilitating the application of such disciplines to ensure effective practice;
- enhancing personal and professional skills for management and leadership.

**Specific objectives for the MBA Oil & Gas - students will improve their ability to:**

- enhance and develop previous relevant experience in business and management
- apply previous and newly acquired knowledge and experience to complex business issues in the Oil & Gas industry and related business environments
- prepare students for leadership and transformational roles in business
- develop strategic thinking and innovation skills
- develop knowledge, at an advanced level, of organisations, their management and the environment in which they operate and apply this to the Oil & Gas industry and its related fields
- demonstrate a broad perspective on organisational management and its wider impact on society and the environment
- operate and manage in a global and multicultural environment
- develop interpersonal and group-working skills
- undertake lifelong learning and personal development

### 11. Programme outcomes

#### A. Knowledge and understanding

On completion of this programme the successful student will have knowledge and understanding of:

1. The core business of Oil & Gas industry firms and its relationship to strategic management
2. The role of leadership in the strategic management of people and resources in Oil & Gas industry organisations
3. The strategic role of finance within organisations and how this affects the Oil & Gas industries
4. The theory, practice and emerging trends of management concepts, ideas, teaching/learning methods

#### Teaching/learning methods

Students gain knowledge and understanding through:

1. Study materials that are used to instil the foundations of all outcomes
2. Case studies will be used to challenge students' thinking in a practical context and serve to link theory to practice, to achieve all outcomes
3. Further online activities to achieve outcomes 2, 3 and 5
4. Open and directed virtual workshops and online discussions to achieve outcomes 2, 4 and 6
<table>
<thead>
<tr>
<th>5. Directed reading from books, academic and professional journals, and web-based or e-learning materials to achieve all outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>6. Online group interaction sessions to achieve outcomes 2, 4 and 5</td>
</tr>
</tbody>
</table>

**Assessment methods**
Students’ knowledge and understanding is assessed by

1. Reports to assess the achievement of all outcomes
2. Seen and unseen case study-based examinations will be used to assess students’ achievement of outcomes 1, 2, 4 and 6
3. Presentations to assess achievement of all outcomes
4. The final project to assess the programme’s aims and objectives holistically

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**B. Cognitive (thinking) skills**
On completion of this programme the successful student will be able to:

1. Critically evaluate management concepts, theories, models and frameworks
2. Apply and evaluate critically the impact of management models, concepts and theories in the Oil & Gas industry organisational environments
3. Evaluate options using appropriate decision-making criteria including the use of financial tools and ethical models.
4. Analyse the dynamics and effectiveness of personal, team and staff performance and development in all Oil & Gas industry related contexts
5. Think reflectively
6. Analyse and develop diverse investigative methodologies to apply to solve organisational management problems

**Teaching/learning methods**
Students learn cognitive skills through

1. Study materials that are used to instil in students the foundations of all outcomes
2. Case studies to achieve outcomes 1, 2, 4 and 5
3. Other online activities to achieve outcomes 2, 3, 4 and 5
4. Reflective online exercises and discussions will be used to achieve outcomes 1, 3, 4, and 6
5. Directed reading and other e-learning materials to achieve outcomes 1, 2, 3, 4 and 6
6. Group interaction sessions to achieve outcomes 1, 2, 3, 4, 5 and 6

**Assessment methods**
Students’ cognitive skills are assessed by

1. Reports to assess the achievement of outcomes 1, 2, 3, 4, 5 and 6
2. Seen and unseen case study-based examinations to assess the achievement of outcomes 1, 2, 3, and 4.
3. Presentations to assess the achievement of outcomes 1, 2, 3, and 4.
4. Final Project to assess the
<table>
<thead>
<tr>
<th>C. Practical skills</th>
<th>Teaching/learning methods</th>
</tr>
</thead>
<tbody>
<tr>
<td>On completion of the programme the successful student will be able to:</td>
<td>Students learn practical skills through</td>
</tr>
<tr>
<td>1. Develop organisational performance</td>
<td>1. Case studies to achieve outcomes 1, 2, 3, 4 and 5</td>
</tr>
<tr>
<td>2. Undertake research to address strategic and tactical management issues within organisations</td>
<td>2. Activities to achieve outcomes 1, 3, and 5</td>
</tr>
<tr>
<td>3. Demonstrate leadership and associated interpersonal skills to address organisational problems</td>
<td>3. Open and directed workshops and discussions to achieve outcomes 1, 2, 3, and 5</td>
</tr>
<tr>
<td>4. Conduct organisational analysis to identify key strategic problems and develop solutions</td>
<td>4. Directed reading including use of e-learning materials to achieve outcomes 1, 2, 4 and 5</td>
</tr>
<tr>
<td>5. Undertake critical analyses to develop, plan and recommend implementation of strategic decisions.</td>
<td>5. Presentations to achieve outcomes 1, 2, 3, 4 and 5</td>
</tr>
<tr>
<td>6. Operate effectively with an understanding of Oil &amp; Gas industry cultures and environments</td>
<td>6. Online group interaction sessions to achieve outcomes 1, 3, 4 and 5</td>
</tr>
<tr>
<td>7. Group work skills and the ability to work effectively in a team</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>D. Graduate Skills</th>
<th>Teaching/learning methods</th>
</tr>
</thead>
<tbody>
<tr>
<td>On completion of this programme the successful student will be</td>
<td>Students acquire graduate skills through</td>
</tr>
<tr>
<td>1. Strong communicators: confident both in written and verbal communication and</td>
<td></td>
</tr>
<tr>
<td>demonstrating an appreciation of the need for active listening and the appropriate sourcing of information;</td>
<td></td>
</tr>
<tr>
<td>2. Effective team players: through the application of interpersonal skills including negotiation and collaboration;</td>
<td></td>
</tr>
<tr>
<td>3. Digitally literate: maintaining currency in the selection and use of IT;</td>
<td></td>
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<tr>
<td>4. Ethically informed: able to make a positive contribution to the communities they operate within through appreciation of social responsibility;</td>
<td></td>
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<tr>
<td>5. Culturally competent: demonstrating a global outlook through self and social</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Assessment methods</th>
<th>Assessment methods</th>
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<tbody>
<tr>
<td>Students’ practical skills are assessed by</td>
<td>Students’ graduate skills assessed by</td>
</tr>
<tr>
<td>1. Reports to assess the achievement of outcomes 1, 2, 3, 4, and 5</td>
<td></td>
</tr>
<tr>
<td>2. Presentations to assess the achievement of outcomes 1, 2, 3, and 4.</td>
<td></td>
</tr>
<tr>
<td>3. Seen and unseen case study-based examination to assess the achievement of outcomes 1, 4 and 5.</td>
<td></td>
</tr>
</tbody>
</table>
10. awareness, knowledge, empathy and respect;
11. Resourceful: capable of problem solving and critical thinking, research and enquiry,
12. time management, analysis and evaluation;
13. Creative: capable of generating new ideas, cognitive flexibility, synthesis and/or
14. entrepreneurship;
15. Numerate: showing the ability to work with numbers, such as data gathering,
16. analysis, presentation and interpretation according to the needs of their discipline.

12. Programme structure (levels, modules, credits and progression requirements)
12. 1 Overall structure of the programme
To be eligible for the award of the MBA Oil & Gas you will need to pass each module in your chosen route (BTP plus Research Methods plus MGT 4815 or 4814 modules; or Applied Project). In the event that you do not pass all modules, you may be eligible for the award of a Postgraduate Certificate in Business Administration if you have gained at least 60 credits, or, in the event that you have gained 120 credits, a Postgraduate Diploma in Business Administration.

Classification of MBAs
MBA classification follows the University’s regulations for students who choose to take the 60 credit project MBS4812.

Students who opt for the alternate 30 credit Business Transformation Project MBS4813 and its prerequisite research methods module MBS4810 will be classified as Distinction, Merit or Pass according to the following convention:

**Distinction:**
1. Grade 1-4 in the dissertation (30 credits) plus
2. Grade 1-4 in 50% or more of the remaining credits
3. If condition 2 is not achieved, then the award will be at Merit level.

**Merit:**
1. Grade 1-8 in the dissertation (30 credits) plus
2. in 50% or more of the remaining credits
3. If condition 2 is not achieved, then the award will be at Pass level.

**Pass:**
Any other combination, so long as all a pass or better has been obtained in all core modules plus EITHER the 60 credit project OR the 30 credit Business Transformation Project and one of Management Perspectives or Information have also been passed.

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13. Curriculum map
See attached.

14. Information about assessment regulations
Assessment regulations will follow the University’s general regulations for postgraduate programmes.

15. Placement opportunities, requirements and support (if applicable)
n/a

16. Future careers (if applicable)
n/a

17. Particular support for learning (if applicable)
Programme Leader
Programme Coordinator
Module Leaders
| 18. JACS code (or other relevant coding system) |   |
| 19. Relevant QAA subject benchmark group(s) |   |
| 20. Reference points | QAA Subject Benchmarks, EFMD Guidelines |
| 21. Other information | n/a |

Please note programme specifications provide a concise summary of the main features of the programme and the learning outcomes that a typical student might reasonably be expected to achieve if s/he takes full advantage of the learning opportunities that are provided. More detailed information about the programme can be found in the rest of your programme handbook and the university regulations.
Curriculum Map for MBA Oil & Gas

This section shows the highest level at which programme outcomes are to be achieved by all graduates, and maps programme learning outcomes against the modules in which they are assessed.

Programme learning outcomes

<table>
<thead>
<tr>
<th>Knowledge and understanding</th>
<th>Practical skills</th>
</tr>
</thead>
<tbody>
<tr>
<td>A1</td>
<td>The core business of oil and gas and its relationship to strategic management</td>
</tr>
<tr>
<td>A2</td>
<td>The role of leadership in the strategic management of people and resources in oil and gas</td>
</tr>
<tr>
<td>A3</td>
<td>The strategic role of finance within organisations and how this affects the oil and gas</td>
</tr>
<tr>
<td>A4</td>
<td>The theory, practice and emerging trends of management concepts, ideas, models and frameworks</td>
</tr>
<tr>
<td>A5</td>
<td>The theory and practice of business in international contexts</td>
</tr>
<tr>
<td>A6</td>
<td>The role of entrepreneurship, enterprise and consultancy in the oil and gas environment</td>
</tr>
<tr>
<td></td>
<td>Cognitive skills</td>
</tr>
<tr>
<td>B1</td>
<td>Critically evaluate management concepts, theories models and frameworks</td>
</tr>
<tr>
<td>B2</td>
<td>Apply and critically evaluate the impact of management models, concepts and theories in oil and gas organisational environments</td>
</tr>
<tr>
<td>B3</td>
<td>Evaluate options using appropriate decision-making criteria including the use of financial tools</td>
</tr>
<tr>
<td>B4</td>
<td>Analyse the dynamics and effectiveness of personal, team and staff performance and development in all oil and gas related contexts</td>
</tr>
<tr>
<td>B5</td>
<td>Think reflectively</td>
</tr>
<tr>
<td>B6</td>
<td>Analyse and develop diverse investigative methodologies to apply to solve organisational management problems</td>
</tr>
<tr>
<td>Module Title</td>
<td>Module Code</td>
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<td>--------------------------------------------------</td>
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</tr>
<tr>
<td>The Global Oil and Gas Industry</td>
<td>MGT 4821</td>
</tr>
<tr>
<td>Oil and Gas Finance and Risk Management</td>
<td>FIN 4812</td>
</tr>
<tr>
<td>Business Strategy</td>
<td>MGT 4810</td>
</tr>
<tr>
<td>Executive Leadership</td>
<td>LWO 4811</td>
</tr>
<tr>
<td>Advanced International Marketing</td>
<td>MKT 4811</td>
</tr>
<tr>
<td>Managing Projects and Optimising Operations</td>
<td>MGT 4834</td>
</tr>
<tr>
<td>Information Management</td>
<td>MGT 4815</td>
</tr>
<tr>
<td>Management Perspectives</td>
<td>MGT 4814</td>
</tr>
<tr>
<td>Applied Project</td>
<td>MBS 4812</td>
</tr>
<tr>
<td>Research Methods</td>
<td>MBS 4810</td>
</tr>
<tr>
<td>Business Transformation Project</td>
<td>MBS 4813</td>
</tr>
</tbody>
</table>

A1 - A7, C1 - C7 represent specific programme outcomes for each module.
Module Narratives

In this section you will find details of all the modules associated with your programme so that you can see what is involved in your programme and make any choices over option modules (if applicable).

The narratives were correct at the time this handbook went to print but details change over time and therefore you should always refer to the latest version available on the My Study area of myUniHub: https://myunihub.mdx.ac.uk/web/home-community/mystudy.

Your online reading lists can be accessed from the My Study area of myUniHub. They highlight essential and recommended reading for all modules you are registered on.
Module Code  MGT4821
Module Title  The Global Oil and Gas Industry
Level  7
Credit  20
Owning Subject  Management
Level Restrictions

Aims
This module aims to develop students’ understanding of the context in which the global oil and gas industry operates, highlighting its global significance in the past and present. It will identify the key players in the international oil and gas industry, analyse international energy policy frameworks and strategies, and explore the principal licensing and contractual arrangements used. Students will evaluate the main challenges currently facing the oil and gas sector, analyse industry responses to these challenges and investigate future directions within the wider energy context.

Learning Outcomes

Knowledge

On completion of this module, the successful student will be able to:

1. evaluate the historical development of the oil and gas industry and its significance in the global geopolitical context;
2. critically analyse the role of key organisations including national and international oil and gas companies, government and regulatory bodies, service and supply companies;
3. identify, describe and evaluate key challenges facing the oil and gas industry;
4. review and analyse the ways in which the oil and gas industry is responding to these challenges;
5. describe and discuss the development and operation of global oil and gas markets, and place them in the context of wider energy markets;
6. evaluate the role of legal, regulatory, geopolitical, financial and social factors in shaping national and international energy policy and strategy;
7. critically analyse the principal licensing and contractual arrangements used in exploration, production, operations, construction, engineering, asset management, sales, transportation and maintenance;
8. identify and differentiate the key objectives of contracts used in the oil and gas industry;
9. link their understanding of the Oil and Gas industry to developing strategy for their employer.

Skills

This module will call for the successful student to:

10. critically appraise the context in which oil and gas organisations operate, and debate the significance of this context in the development and operation of global energy markets;
11. review and assess oil and gas industry responses to key challenges in the past; identify current and potential future challenges; formulate and evaluate strategies to meet these challenges;
12. apply relevant contractual models and forms to a variety of exploration, production, operational and commercial scenarios;
13. demonstrate team working skills.
Syllabus

Oil and gas value chains

- Upstream: exploration and production
- Midstream: transport and storage
- Downstream: oil refining, gas treatment, marketing and distribution

The oil and gas industry: history and global significance

The key players in the oil and gas industry
- Oil companies: national and international
- Governments and global institutions
- Service and supply companies
- Regulators and external organisations

Key challenges facing the oil and gas industry
- Geopolitical issues
- Resource depletion / security of supply
- Environmental issues
- Social issues

Industry responses to challenges

Oil and gas in the wider energy market

National and international energy policy frameworks and strategies
- Legislation and regulation
- International treaties and geopolitical relationships
- Investment incentives and taxation

Licensing and contractual arrangements

Corporate social responsibility

Understanding the business environment of the Oil and Gas industry

Learning, Teaching and Assessment Strategy

This module utilises a learner-centred approach, employing directed reading, resource-based learning and online tutorial guidance as primary supports. Students are expected to engage in self-managed learning activities.

Learning on this module will involve a mix of the following activities:

- Student directed learning activities (mainly via the university’s virtual learning environment)
- Reading from the set texts
- Case study analysis
- Applying your own experience and knowledge to theories and concepts
- Group activities
- Independent research for the assignments to develop and assess critical thinking and analytical skills

The learning strategy will develop the capability of students to understand theoretical frameworks and apply them to the industry to develop a deeper understanding of its operation. Oil and Gas industry cases will be provided to illustrate issues and provide opportunities to apply theoretical concepts. These cases may include generic examples as well as specific company based examples.

The Moodle module site contains additional material to support study and formative assessment tasks to help students prepare for summative assessment.
**Assessment Scheme**

*Formative* feedback will be provided on-line, as part of syndicate tasks and other learning activities such as self-check activities that are specifically designed to provide guidance and feedback.

*Summative* feedback consists of four components selected in order to ensure students demonstrate an overall understanding of relevant concepts and techniques as well as the ability to apply and critique them in appropriate contexts.

The four assessment components are:

- Coursework 1 (30%) – research and analyse the development of international oil and gas markets, analysing the key contextual issues influencing their development (2500 words). Meets learning outcomes: 1, 2, 3, 5, 6, 9,
- Coursework 2 (30%) – Group report: critically evaluate a key challenge facing oil and gas companies today (2500 words). Meets learning outcomes: 2, 3, 4, 5, 9, 10 and 12
- Online test (30%) – Online test assessing understanding of oil and gas industry concepts. Meets learning outcomes: 6, 7, 8 and 11
- Participation in online activities on the VLE (10%). Meets learning outcomes: 1, 2, 3, 4, 5, 6, 9, 10 and 12
- Principal standard form contracts used in the industry

**Assessment Weighting**

Coursework = 60%  
Online Test = 30%  
VLE Participation = 10%

**Learning Materials**

You will be given access to a personal e copy of the essential text book for this module.

Your online reading lists can be accessed from the My Study area of Unihub. They highlight essential and recommended reading for the module.
Aims
This module aims to develop students' understanding of the key standards and practices involved in petroleum finance and risk management including cash flow principles throughout the value chain. It will identify the factors considered and processes involved in making investment decisions, and analyse the variables influencing such decisions. The module will explore the analysis and mitigation of risk and uncertainty in the financial context. Students will examine and practise the methods used in valuing oil and gas assets, portfolios and companies.

Learning Outcomes

Knowledge
On completion of this module, the successful student will be able to:

1. Identify the cash flow components and economic indicators involved in the finance of oil and gas throughout the value chain;
2. Critically analyse the elements of uncertainty, return and value in oil and gas operations and evaluate methods by which to mitigate risks and exploit opportunities;
3. Review and assess analytical tools used in investment decision-making within the oil and gas industry;
4. Implement risked valuation methods used in assessing petroleum assets, portfolios and companies;

Skills
This module will call for the successful student to:

5. Evaluate the full range of financial instruments used to describe, measure, analyse and predict revenues and costs of petroleum exploration, production, distribution and sale;
6. Complete a holistic risk analysis relating to a petroleum project and propose strategies to mitigate risk and exploit opportunity;
7. Apply a variety of methods to value and risk-adjust an oil and gas portfolio;
8. Conduct independent research and learn from personal feedback;
9. Demonstrate and improve professional skills such as time management, team work and presentation skills.

Syllabus

Petroleum economics
- Cash flow components and economic indicators
- Upstream petroleum economics
- Midstream and downstream petroleum economics
Managing uncertainty, mitigating risk and exploiting opportunity

- Risk versus reward and risk capacity
- Quantifying uncertainty with probabilities
- Holistic risk analysis including non-financial risks
- Expected value concepts
- Hedging strategies
- Valuing derivatives (futures, swaps and options)

Financial and investment analysis

- Sensitivities, simulations and decision analysis
- Project finance and investment decision-making

Valuing petroleum assets, portfolios and companies

- Asset valuation process
- The portfolio approach
- Merger, acquisition and divestment valuations
- Valuing companies and businesses
- Valuing debt, price hedges and tax synergies
- Competitive bidding

Learning, Teaching and Assessment Strategy

This module utilises a learner-centred approach, employing directed reading, resource-based learning and online tutorial guidance as primary supports. Students are expected to engage in self-managed learning activities.

Learning on this module will involve a mix of the following activities:

- Student directed learning activities (mainly via the university's virtual learning environment)
- Reading from the set texts
- Case study analysis
- Applying your own experience and knowledge to theories and concepts - group activities
- Independent research for the assignments to develop and assess critical thinking and analytical skills

The learning strategy will develop the capability of students to understand theoretical frameworks and apply them to the industry to develop a deeper understanding of its operation.

The MyLearning module site contains additional material to support study and formative assessment tasks to help students prepare for summative assessment. Utilisation of, and progress with the additional material will be monitored by the teaching team.

Assessment Scheme

Assessment consists of three components:

- Individual Coursework 1 of up to 2000 words (excluding figure captions and reference) (45%): Critically discuss the relative usefulness of the key cash flows performance indicators in their application to assist the capital project investment decision, with supporting Excel
workbook. Meets learning outcomes: 1, 3, 5 and 8
- Individual Coursework 2 of up to 2000 words (excluding figure captions and reference) (45%): Critically analyse risks and opportunities associated with financing upstream, midstream and downstream oil and gas assets and companies and the mitigation strategy in financing policy to reduce some part of the risk impact. Meets learning outcomes: 2, 6, 8 and 9.
- Participation in online group activities on the VLE (10%). Meets learning outcomes 4, 5, 7 and 9

**Assessment Weighting**
Coursework: 100%

**Learning Materials**

You will be given access to a personal e copy of the essential text book for this module.

Your online reading lists can be accessed from the My Study area of Unihub. They highlight essential and recommended reading for all modules you are registered on.
Aims
This module aims to: inform students of the key developments in, and thinking derived from, the study of strategy; explore models and theories of strategy and their application by practicing managers; critically appraise where and when such models are useful; provide interesting and engaging examples and exercises that illustrate these concepts with the intent of building students’ capability in strategic thinking and practice.

Learning Outcomes

Knowledge

1. critically analyse the concepts, theoretical ideas and empirical research findings which underpin the study and management practice of strategy;

2. evaluate and apply these concepts, theoretical ideas and empirical findings to develop their own views on strategic decision making in organizations;

3. explain the notion of sustainable competitive advantage and the implications of strategy-making within a dynamic environment;

4. demonstrate an advanced understanding of international strategic management;

5. demonstrate an understanding of the complexity in implementing and managing change.

Skills

This module will call for the successful student to:

6. be able to utilise strategic thinking through reflection on organisational practice and applied work on case studies.

7. have the ability to apply concepts, frameworks and techniques pertaining to the strategic analysis process;

8. have the ability to generate strategy options for an enterprise and evaluate strategic choice and organisational fit.

Syllabus

- What is strategy? An appreciation of strategy
- Making a start. Purpose, goals & where to start in messy process
- External Analysis
- PESTEL and Future Thinking
Industry lifecycle, competitiveness and profitability

- SBU Strategy: From a market/customer perspective
- Internal Audit: Resources and capabilities
- Generic strategies and value chain analysis
- Organisational Culture:
  - Influence on strategic formulation and implementation
  - Managing strategic change
  - Making Strategy Happen: Measuring performance
- International Strategy
- Putting it all together

Learning, Teaching and Assessment Strategy

Learning in this module is heavily case study based. In addition, learning in the module will include a mix of the following:

- reading from the set texts
- reading recommended papers
- case study analysis
- applying your own experience and knowledge to theories and concepts
- group discussion
- analysis of video clips and podcasts
- completing assignments

The learning strategy will develop the capability of students to understand theoretical frameworks and apply them to an industry or organisation to develop a deeper understanding of its operation. Concepts will be developed in a generic context and then applied to a number of industries, in combination with knowledge gained in other modules. It is important to stress that the module will provide broad frameworks for understanding - comprehensive coverage is neither intended nor appropriate at this level.

Assessment Scheme

Coursework 1 - (40%) Case Study (2500 words) Meets learning outcomes 1, 2, 5, 6, 7 and 8

Coursework 2 - (50%) Report on industry analysis (2500 words). Meets learning outcomes 1, 2, 3, 4, 6, 7 and 8

Participation in online activities on the VLE (10%) Meets learning outcomes 1, 2, 3, 4, 5, 6 and 7

Assessment Weighting
Coursework: 90% Participation: 10%

Learning Materials

You will be given access to a personal e copy of the essential text book for this module.

Your online reading lists can be accessed from the My Study area of Unihub. They highlight essential and recommended reading for the module.
Aims
This module focuses upon people and their performance in a variety of contexts. The module aims are:
- identify areas of overlap between management and leadership and to explore the competences and behaviours associated with management and leadership;
- develop leadership behaviours that will enable students to manage performance as well as lead change to improve organisational performance;
- illustrate how the processes of contemporary human resource management support organisational performance;
- explore the key elements of the 'HR cycle' (resourcing, managing performance, developing and rewarding performance).

Learning Outcomes

Knowledge
On successful completion of this module the successful student will be able to:

1. analyse concepts and issues in management and leadership;
2. distinguish management and leadership styles and assess personal leadership needs;
3. critically evaluate the influence of national & organisational culture on performance;
4. critically analyse how influence and power are linked to leadership, culture and performance;
5. evaluate how HR planning impacts on organization and industry;
6. evaluate how contemporary HRM practices can enhance performance;

Skills
On successful completion of this module you will be able to:

7. identify, classify and manage stakeholders to lead individuals and teams through change;
8. apply and critically evaluate strategic HR frameworks;
9. analyse and evaluate elements of the HR cycle;
10. develop and justify appropriate plans to respond to labour issues;
11. identify learning & development needs and plan for improvement.

Syllabus
Management and Leadership: evolution of perspectives on management and leadership; management/leadership styles; key areas of difference; managing teams; relevance to and implications to your context,

Leadership and Change: the change process; obstacles to change; politics and influence; managing structural change; leading change; relevance to your context.

Strategic HR Management: HR strategy and organisational strategy; changing role of HR;

The HR Cycle and HR Planning: recruitment & selection: motivation, performance and
Learning, Teaching and Assessment Strategy

Learning on this module will involve a combination of the following activities:

• working through the online materials
• applying your own experience and knowledge to theories and concepts
• reflecting on professional practice
• reading from the set texts
• reading recommended policy papers
• collective analysis of video clips and podcasts
• engaging in module-wide discussions
• completing assignments

The learning strategy will develop your skills and understanding of theoretical frameworks by applying them to a variety of industries and thus develop a deeper understanding of its operation. Concepts will be developed in a generic context and then applied to your context, in combination with knowledge gained in other modules. It is important to stress that the module will provide an illustrative range of skill areas and applications, as well as broad frameworks for understanding - comprehensive coverage is neither intended nor appropriate at this level.

The intention behind the assessment package is to provide you with the opportunity to demonstrate your ability to use skills and understanding of key value-related issues and concepts in real-life contexts. All assessment elements will be assessed on professional lines - therefore it will be expected that they be brief in expression, pragmatic in focus, convincing in argument, and with a high level of general business quality.

Assessment Scheme

Assessment 1/Part 1: Part 1 of the individual portfolio will be given a formative grade along with formative feedback
Assessment 1/Part 2: Part 1 and Part 2 of the individual portfolio will assess the coherence of activities through the module and application of knowledge to your context (60%)

Assessment 2 Applied essay question (30%)

Assessment 3 Brief reflection of the impact of your and others participation on your learning (10%)

Assessment Weighting
Coursework: 90% Participation and Reflection: 10%

Learning Materials

You will be given access to a personal e copy of the essential text book for this module.

Your online reading lists can be accessed from the My Study area of Unihub. They highlight essential and recommended reading for the modules you are registered on.
Aims
This module aims to explore marketing concepts, theories, tools and techniques generally and in the context of the industry. It will equip students to analyse marketing environments and strategies to apply appropriate techniques based on insights gained. The module will develop students' ability to identify actions that help organisations achieve superior results through marketing related activities including branding, communication and innovation.

Learning Outcomes

Knowledge
On completion of this module the successful student will be able to:

1. analyse the marketing environment and interpret its impact on the marketing mix of a given organisation;
2. evaluate brands, brand strategy and marketing communications;
3. critically assess new product, new service and new market development processes and the role of marketing research;
4. assess the role of key relationships in marketing such as those with important lead customers and supply networks;
5. demonstrate an advanced understanding of marketing management and its role in building enduring customer value;

Skills
This module will call for the successful student to:

6. evaluate and interpret data from multiple sources on markets, products and consumers;
7. infer and evaluate marketing intelligence information from publicly available data;
8. identify and use appropriate marketing analysis and research tools and techniques;
9. use marketing information to propose and plan the launch of new products/services;
10. work effectively in teams.

Syllabus
- The local and international marketing environment
- Marketing management, strategies and plans
- Research, analysis and interpretation
- Target markets, segments and customers
- Brands, branding and marketing communication and campaigns
- Innovation: New product, service and market development
- Delivering customer value
- Managing and measuring marketing performance

Learning, Teaching and Assessment Strategy
This module uses a learner-centered approach, employing directed reading, resource-based
learning and online tutorial guidance as primary supports. Students are expected to engage in self-managed learning activities.

- Reading from the set texts;
- Reading recommended journal articles;
- Case study analysis;
- Applying your own experience and knowledge to theories and concepts;
- Group activities;
- Collective analysis of video clips and podcasts;
- Completing assignments.

The learning strategy will develop the capability of students to understand theoretical frameworks and apply these and associated tools and techniques of marketing to the industry to develop a deeper understanding of its operation. Concepts will be developed in a generic context and then applied to the industry where appropriate, in combination with knowledge gained in other modules. It is important to stress that the module will provide a range of techniques and broad frameworks for understanding - comprehensive coverage is neither intended nor appropriate at this level.

The MyLearning module site contains additional material to support study and formative assessment tasks to help students prepare for summative assessment. Use of and progress with the additional material will be monitored by the teaching team.

Assessment Scheme

Assessment consists of three components:

**Coursework 1:** (30%)  
An individually prepared market analysis report (2,000 words) presenting the findings and interpretation of research into the marketing environment of a given organisation and its impact on the marketing mix (Learning outcomes 1, 6, 7 and 8).

**Coursework 2:** (20%)  
A group presentation (10-12 slides) and supporting notes (approximately 1,200 words) prepared using MS PowerPoint (or similar software) evaluating the brand strategy and brand communication of company unrelated to the group (Learning outcomes 2, 6, 7 and 10).

**Coursework 3:** (50%)  
An individually prepared report proposing a new product/service/market, identifying the key relationships and processes that will need to be managed for successful implementation, and outlining and justifying a selection of metrics that may be used to assess success (Learning outcomes 3, 4, 5 6, 7, 8 and 9).

Assessment Weighting  
Coursework: 100%

Learning Materials

You will be given access to a personal e copy of the essential text book for this module.

Your online reading lists can be accessed from the My Study area of Unihub. They highlight essential and recommended reading for the module.
Aims
This module will focus on the strategies involved in managing projects and operations throughout the oil and gas value chain, while optimising efficiency by applying innovative practices. This module aims to develop students’ understanding of the principal project management tools, methodologies, contracts and implementation strategies. It will enable students to apply key techniques in project team leadership, conflict resolution and negotiation. It aims to promote a strategic view of project and operations management. It will examine the role of research and development (R&D) in optimising performance by shaping innovative approaches to the management of operations in oil and gas organisations.

Learning Outcomes

Knowledge

On completion of this module, the successful student will be able to:

1. critically analyse the principal models used to describe the project structure, lifecycle and scheduling activities for the oil and gas industry;
2. discuss the fundamental project objectives of cost, quality and time and the interactions between these;
3. explain the main types of contract used in project management and the legal framework in which they are applied;
4. review key strategic tools necessary for successful project and operations management;
5. identify and evaluate key methodologies used in managing operations along the value chain, including logistics and asset management;
6. assess the importance of R&D in shaping innovative approaches to operations management and in the wider organisational context;

Skills

This module will call for the successful student to:

7. apply project management theories techniques, tools and methodologies in the context of an oil and gas projects;
8. apply relevant contractual models and forms to a variety of project management scenarios;
9. implement R & D initiatives within the context of operational innovation;
10. operate effectively in a variety of team roles and take leadership roles where appropriate.

Syllabus

- Project planning and control
  - The project lifecycle
  - Project structures within the oil and gas industry
  - Scheduling
  - Project team leadership
Learning, Teaching and Assessment Strategy

This module utilises a learner-centred approach, employing directed reading, resource-based learning and online tutorial guidance as primary supports. Students are expected to engage in self-managed learning activities.

Learning on this module will involve a mix of the following activities:
• student directed learning activities (mainly via the University’s virtual learning environment)
• reading from the set texts
• case study analysis
• applying your own experience and knowledge to theories and concepts
• group activities
• independent research for the assignments to develop and assess critical thinking and analytical skills

The learning strategy will develop the capability of students to understand theoretical frameworks and apply them to the industry to develop a deeper understanding of its operation. Practical examples in project management, model contractual issues as well as case studies in operations management facilitate the application of theory and practice.

Assessment Scheme

Assessment consists of three components:
- Coursework 1 (50%): Group essay: Project Management in Oil & Gas Industry (3500 words); Meets learning outcomes: 1, 2, 3, 4, 7, 8 and 10
- Coursework 2 (40%): Individual Report: Logistics and Supply Chain Management in Oil & Gas Industry. (1,000 words). Meets learning outcomes: 5, 6 and 9
- Participation in online activities on the VLE (10%): Meets learning outcomes: 1, 2, 3, 4, 5, 6, 8, 9 and 10

The virtual learning environment module site contains additional material to support study and formative assessment tasks to help students prepare for summative assessment. Utilisation of, and progress with the additional material will be monitored by the teaching team.

**Assessment Weighting**
Coursework: 100%

**Learning Materials**

Your Kortext ebook can be accessed from your module area in myUniHub. Students will also be emailed with their Kortext account details.
Module Code  MGT4814  
Module Title  Management Perspectives  
Level  7  
Credit  20  
Owning Subject  Management  
Level Restrictions  

Aims
One of the central features of modern management is that theories and practices continue to evolve and this creates new understandings of the management task. The module deals primarily with values and the conceptualisation of management practices. Issues such as ethics, social responsibility, managing with a range of critical and conceptual modes of discourse, and managing across cultures are therefore the prime areas of the module. This module is designed to provide students with the critical tools and mindset to analyze and identify responses to such challenges, regardless of their nature or of the imperatives and fashions that drive them.

Learning Outcomes

Knowledge
On completion of this module the successful student will be able to:

1. critique the application of concepts of management discourses, critical management and related approaches, cross-cultural management, ethics, organizational governance, corporate social responsibility in management.
2. critically assess the challenges of managing with diversity of thought as much as of tangible difference and in managing across diverse types of organisations.

Skills
This module will call for the successful student to:

3. assess challenges of management discourses theory and relate this to critical practical incidents;
4. conduct professional quality ethical evaluation exercises in different organisations and at different levels in organisations;
5. be able to analyse complex information related to international management and present the analysis in a brief and review suitable for executives.

Syllabus

- Management contexts: comparing and contrasting critical management and related discourses and the implications of these for leadership/management styles and practice; defining and differentiating types of organisations; managing in non-profit contexts - co-operative workers, public service cultures, managing voluntary organisations; managing within organisational networks; the meaning of management knowledge, and the management of professionals.

- Cross cultural perspectives: Working and managing across cultures, international strategies and knowledge transfer, cultural differences in key management behaviours such as decision making, negotiation and leading, how to manage using a culturally intelligent approach.
• Ethics, corporate social responsibility and governance; defining business ethics, stakeholder management and CSR; ethical theories and their application to ethical issues in business, managing individual and organizational values, comparative governance

Learning, Teaching and Assessment Strategy

The emphasis of the teaching and learning strategy is to develop the capability of participants to engage with the wide range of issues reflected in this module and apply to the knowledge gained in other modules.

Concepts will be presented in their organisational contexts, using cases, recorded interviews and guest speakers. Theoretical material relating to these will be presented in class and online via the VLE: for the latter medium, a comprehensive approach to collaborative and accumulative critique in groups will be implemented.

Assessment Scheme

The intention of the assessment scheme is to provide participants with the opportunity to demonstrate their ability to use skills and understanding of key value-related issues and different contexts. All three assessment elements are assessed on professional lines – therefore it is expected that they will be brief in expression, pragmatic in focus, convincing in argument, and with a high level of general business quality.

There are three coursework elements:

i. Individual Coursework (45%). The report (2000) words evaluates MBA students' critical thinking in terms of the evaluation of "best practice", the universal validity of management theory and how all facets of the MBA affect their business conduct in an intercultural setting, (Learning outcomes 1, 2, and 5)

ii. Individual Analysis (45%). For this report (1400 words), the student will have a choice to either a) analyse an ethical dilemma that they have themselves experienced in a work context or b) analyse and aspect of corporate social responsibility or ethics as this affects a particular organization. (learning outcomes 1,3, and 4)

iii. Attendance: Monitored through access of online materials, discussion and participation in exercises, Students are required to engage in 80% of the sessions (i.e. you can miss two) (10%)

Please note that in the MBA programme compensation is not allowed. In other words, you will have to pass every module (get at least 40% or grade 16 in order to get the MBA degree.) Within each module, a student needs to have at least a grade 18 in each assessment component, even if the aggregate would result in a pass.

Overall grade in a module, is obtained by weighting the different components of assessment involved (assessment weightings are given above). In each component of assessment if a student gets grades from 17 to 20, he has the right to be re assessed only once, and which has to be taken in the next available opportunity, unless deferred. A maximum grade of 16 will be applied to the reassessed component.

Assessment Weighting
Coursework: 100%

Learning Materials
There is no essential text for this module. Each unit has reading that can be obtained via the reading list, the worksheets and the per-week-topic that features links to videos and articles. Please check specific instructions for each week in terms of worksheets and discussion forums. Some of you have easy access to the internet, others need to download materials. Please take responsibility for your own needs and circumstances.
Module Code: MGT4815
Module Title: Information Management
Level: 7
Credit: 20
Owning Subject: Management
Level Restrictions:

Aims
The main aim of this module is to provide you with the knowledge and skills about the application of advanced information technologies and systems that are currently used by organisations to manage information, business processes and decision making.

Learning Outcomes

Knowledge

Upon completion of this module you will be able to:

1. Discuss how ERP, CRM, e-business intelligence systems support organization in information storage, retrieval and processing.
2. Evaluate the benefits and issues associated with the adoption of new technologies and systems in managing information, business process, and decision making.
3. Evaluate various sources & types of information that are used by organisations in the decision making process.
4. Analyse various information management processes that are adopted by organisations in translating information into intelligence.
5. Formulate Information Management Strategy by analysing the existing business processes and information architecture.

Skills

6. Provide solutions to overcome problems faced by organisations in managing information.
7. Undertake information quality audits and provide suggestions for improving information quality.
8. Utilise ERP, CRM, e-Business, Business Intelligence to identify, extract and analyse internal business data.

Syllabus

- Overview about ERP, CRM, e-Procurement, Business Intelligence & e-Business systems; its functionality and role in organizational decision making.
- Information as an asset.
- Challenges faced by organisations and CIOs due to 'big data' - Data centers, Mobile technologies, Cloud computing, social media technologies etc.
- Information requirements of managers and the sources within the organization.
- Information storage and protecting digital information.
- Information quality.
- Competing with analytics and Business intelligence.
- An enterprise vision for information management.

Learning, Teaching and Assessment Strategy

The module will be delivered online via unihub. The emphasis of the Learning and
Teaching strategy is to develop students as self learners, individually and in groups, from theory, knowledge and experience perspectives. As such students will be expected to allocate time to pre-preparation, using textbooks, case studies and other written materials; the guideline and structure for this pre-preparation will be provided through Unihub.

Formative assessment consists of tutor feedback on classroom exercises and case analyses

Summative assessment consists of:

- Research Report on emerging trends- 40%
- Information Needs Analysis Report - 50%
- VLE Contribution - 10%

**Assessment Weighting**
Coursework 100%

**Learning Materials**

You will be given access to a personal e copy of the essential text book for this module.

Your online reading lists can be accessed from the MyStudy area of Unihub. They highlight essential and recommended reading for the module.
Module Code MBS4810
Module Title Research Methods
Level 7
Credit 10
Owning Subject Middlesex Business School

Aims
This module is the essential concomitant to the Business Transformation Project, preparing individuals for the action research and change focus necessary for that module. It provides students with a means of developing further their skills in research. It presents the key elements and issues of research design, of processes of collecting evidence and analyzing this, and of drawing conclusions. The module also introduces some of the key controversies of management research, so that the participant not only comes to understand the processes and problems of producing research outcomes, but also becomes a more sophisticated consumer of these in their various forms of dissemination. Success in producing the key output of this module, the Project proposal, is a requirement for commencing the final Project.

Learning Outcomes

Knowledge
On completion of this module the successful student will be able to:
1. demonstrate a broad understanding of the range of tools and techniques available to the management researcher;
2. critically evaluate key epistemological issues in the field of management research;

Skills
This module will call for the successful student to:
3. identify appropriate subjects for developing a research project;
4. construct an appropriate and effective research design and methodology for a research topic.

Syllabus

• Types of organisational research: exploratory, investigative, case based etc
• Kinds of knowledge: issues relating to the qualitative-quantitative distinction Implications for research of positivism, realism, critical management and other perspectives on management
• Participatory and action research
• The logic and organizational pragmatics of selecting an organisational research topic.
Research designs
• Sources and methods of collecting information: surveys, databases, observational data
• Analysing information, including statistical methods, discourse analysis, cognitive mapping
• Summarising research and drawing conclusions

Learning, Teaching and Assessment Strategy

This module utilises a learner-centred approach, employing directed reading, resource-based learning and online tutorial guidance as primary supports. Students are expected to engage in self-managed learning activities via the VLE. Class based or virtual discussion areas enable individuals to develop their understanding of their proposed projects in the light of collaborative and appreciative inquiry processes. The module links directly with the Business Transformation Project and like that module there is an expectation that students will manage their own learning, and learn from
Once their research topic has been identified students will be allocated a personal supervisor, to whom they will submit their Business Transformation Project proposal for approval. However regular online tutorials with their supervisor are set at appropriate stages of the research to address problems and provide advice. This will include a record of discussions with their supervisors, and reflections on the project process, and lessons learned.

The report submitted for the action/research project will be a substantial piece of written work (up to 10,000 words). AS full final draft must be submitted to the supervisor for comment four weeks before the final deadline.

Assessment Scheme

Project proposal 2,000- 2,500 words (all learning outcomes)

**Assessment Weighting**
Coursework: 100%.

**Learning Materials**

You will be given access to a personal e copy of the essential text book for this module.

Your online reading lists can be accessed from the My Study area of Unihub. They highlight essential and recommended reading for the module.
**Aims**
This module provides students with a means of developing further the skills and knowledge gained on the MBA, by application to a specific organisational issue or problem. It enables students to demonstrate proficiency in the design of a business enhancement project, application of appropriate methods of investigation, management of the change process, and maintenance of vision in the face of the vicissitudes of business realities.

**Learning Outcomes**

**Knowledge**
On completion of this module the successful student will be able to:

1. demonstrate clarity of problem definition and scope;
2. display and use to effect a full and critical knowledge of the management area chosen for the project;
3. present the results of their research and literature review;
4. critically evaluate other people's (e.g. consultants) research proposals;

**Skills**
This module will call for the successful student to:

5. identify and justify a key managerial issue affecting the industry or their own organisation that requires resolution;
6. identify and justify a methodology that ensures the rigorous conduct of an action research project;
7. conduct an investigation effectively;
8. manage the full range of key stakeholders to achieve the successful implementation of recommended changes;
9. generalise the particular experience for the benefit of a wider audience; reflect on learning and development.

**Syllabus**
Whilst there is no set syllabus, the MBA action/applied project provides the student with the opportunity to study and research a specific organization area/topic in depth. The main focus of this, however, is not as a pure piece of research, but as a piece of 'action research' where the organization or industry directly benefits from the planned intervention of the student using appropriate methods of research and change management.

Tuition is tailored to the specific needs of the student as agreed with the academic supervisor on the basis of the student's proposal. Students will be expected to be familiar with the theory and empirical research in their chosen area of study, and to demonstrate their ability to review and apply the concepts and techniques critically. They will also be expected to demonstrate
proficiency in the selection and application of the appropriate methods to investigate and progress the business transformation.

Investigation may involve case study analysis, comparative study relative to sector norms, and/or questionnaire or interview-based study.

The research may take one of several forms, for example:

• an investigation of a management or organisational practice, strongly supported by reference to the relevant theory and concepts;
• the research and design of a solution of a practical managerial or organisational problem, where practical recommendations arise out of the mix of theory and data collection;
• a project for a host/client organisation;
• a work-based issue within the individual’s own place of employment.

Learning, Teaching and Assessment Strategy

This module utilises a learner-centred approach, employing directed reading, resource-based learning and online tutorial guidance as primary supports. Students are expected to engage in self-managed learning activities. The action/research project has an expectation that students will manage their own learning, and learn from experience.

Once their research topic has been identified, students will be allocated a personal supervisor, to whom they will submit their Business Transformation Project proposal for approval. However, regular online tutorials with their supervisor are set at appropriate stages of research to address problems and provide advice. This will include a record of discussions with their supervisor, and reflections on the project process, and lessons learned.

The report submitted for the action/research project will be a substantial piece of written work (up to 10,000 words). A full first draft must be submitted to the supervisor for comment four weeks before the final deadline. Two bound copies of the finished dissertation should be submitted.

The Unihub module site contains self-learning material to support study and formative assessment tasks to help students prepare for summative assessment. Utilisation of, and progress with, the additional material will be monitored by the teaching team.

Assessment Scheme

Assignment 1 (learning outcomes, 1, 2, 3, 4, 5, 6, 7, 8): Business Transformation Project = 100%

Assessment Weighting
Coursework: 100%.

Learning Materials

You will be given access to a personal e copy of the essential text book for this module.

Your online reading lists can be accessed from the My Study area of Unihub. They highlight essential and recommended reading for the module.
Aims
This module provides students with a means of developing further and integrating the skills and knowledge gained on the MBA by application to a substantial applied project. The aim is for students to develop a project in relation to a specific organizational issue or problem. It enables students to demonstrate proficiency in relation to the scope of the relevant issue(s) identified, consider relevant literature relating to the project, collect and apply data, consider the financial implications including any cost/benefit analysis in relation to justifying specific recommendations as well as consider any other relevant implementation issues.

Learning Outcomes

Knowledge
On completion of this module successful students will be able to:
1. demonstrate clarity of task/issue and scope
2. apply and critically evaluate relevant literature
3. display full and critical knowledge as well as ability to apply, any management areas relating to the project.
4. evaluate requirements for data collection and interpretation

Skills
On completion of this module, successful students will be able to :
5. demonstrate self-direction in managing their individual projects
6. synthesise theoretical ideas and apply them in practice
7. demonstrate proficiency in the analysis and interpretation of relevant data
8. develop and justify recommendations to meet the expectations of a professional audience

Syllabus

The MBA project provides the student with the opportunity to apply their knowledge and skills gained on the MBA at an advanced level. Detailed guidance is provided in the module handbook, including specific workshop sessions designed to cover the topics listed below. Sessions will focus on applying the theory and different data collection and analysis techniques to a practical project to general practical recommendations. Individual workshop sessions will be run by various faculty members experienced in the specific techniques.

Whilst there is no set syllabus, the MBA action/applied project provides the student with the opportunity to study and research a specific organization, area/topic in depth. Guidance and student learning is therefore tailored to the specific needs of the individual as agreed with the academic supervisor on the basis of the student's proposal.

Students will be expected to be familiar with the theory and empirical research in their chosen area of study, and to demonstrate their ability to review and apply the concepts and techniques critically. They will also be expected to demonstrate proficiency in the selection and application of the appropriate primary and/or secondary research methods as appropriate. Investigation would normally begin with a literature search and subsequent review, and may be presented as a case study; a comparative study relative to sector norms, or as a
The research may take one of several forms, for example:

An empirical investigation of a management or organisational practice, strongly supported by reference to the relevant theory and concepts

The use of relevant theories and concepts that will enable the solution of a practical managerial or organisational problem, where practical recommendations arise out of the mix of theory and data collection.

A project for host/client organization

A work based issued within the student's own place of employment

**Learning, Teaching and Assessment Strategy**

The project has an expectation that students will manage their own learning, and learn from experience. Once their topic has been identified, however, students will be allocated a tutor, to whom they will submit an outline project proposal for approval. Regular tutorials with tutors will be set at appropriate stages of the project to address any issue and provide guidance.

In order to promote learning from and about the process itself, students will also be required to include in their submission as an appendix a short reflective summary of their experience (1000 words) which will focus on the project process and lessons learned.

**Assessment Weighting**
Coursework: 100% Proposal 10% Report 70% Video 20%

**Learning Materials**

Various texts are likely to be relevant depending on whether the final project is based on a consultancy-type project or a business plan. A crucial source of learning resource material on this module is also likely to be journal articles in both academic and practitioner journals and business information databases relating to consultancy and entrepreneurship, including the Institute for Business Consultancy (IBC)

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