

PROGRAMME SPECIFICATION

Programme Title: Master of Business Administration in Energy and Sustainability

Partner Institution: GSM London

Start Date: February 2018

First Date of Award: March 2019

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PS1. Programme Details

Awarding Institution:	University of Plymouth (UoP)
Teaching Institution:	GSM London
Accrediting Body:	N/A
Language of Study:	English
Mode of Study:	Full time Part time Block delivery
Final Award:	Master of Business Administration in Energy and Sustainability
Intermediate Award:	N/A
Programme Title:	Master of Business Administration in Energy and Sustainability
UCAS Code:	N/A
JACS Code:	N/A
Benchmarks:	QAA Framework for Higher Education Qualifications in England, Wales QAA Subject Benchmarks for Masters programmes: General Business and Management (GBM) 2015 The UK Quality Code for Higher Education South East Education Consortium (SEEC) 2010
Date of Programme Approval:	June 2017

PS2. Brief Description of the Programme

The MBA Energy and Sustainability programme at GSM London

The Master of Business Administration (MBA) Programme in Energy and Sustainability at GSM London empowers professionals for a challenging career in the energy sector. This sector is currently undergoing a significant level of transformation on three fronts, namely: the continued move from hydrocarbons to lower or zero-carbon sources of energy supply; the geographic shift in the market; and a transformation of the technologies that shape the sector. Thus, this programme embodies the current transformation within the sector by providing clear and concise insights into long-term sustainability solutions and the implications for managers and leaders.

The programme design has been informed by a combination of feedback from employers, alumni, academics, and GSM London's history of delivering successful and engaging MBA programmes. The programme supports the development of students by building on their existing professional and managerial practice, thus providing a platform for innovation and growth at both organisational and individual levels. Students will, through their membership, have access to the Energy Institute's Library, along with a wide range of learning resources and cases from the industry.

There is an emphasis on leadership through strategic management and sustainability, ethics, innovation, financial and people management, with a strong practical and professional orientation, evidenced through the range of learning techniques utilised within the programme. These learning techniques are a pragmatic blend of case studies, discussions, problem exercises, simulations and syndications, online learning, and external engagement. In addition, networking opportunities are embedded within the curriculum.

Students will adopt a discursive and evaluative approach related to the application of concepts. Linkages between theory and practice will be evaluated through various modules on the programme and students will be expected to collaborate, use critical reflection, problem solving skills, and independence of thought, to address management issues and the complexity of businesses. There will also be an emphasis on the synthesis of the tools and new developments within the sector, which will enhance students' professional development.

PS3. Details of Accreditation by a Professional/Statutory Body (if appropriate)

N / A

PS4. Exceptions to UoP Regulations

The UoP Regulatory Framework for Taught Postgraduate Awards for GSM London states that all Masters programmes should include a 60 credit major project (Refer to para 2.2.1). There is an exception to the regulations from ARSC for the 40 credit Dissertation Module and the Consultancy Project Module.

PS5. Programme Aims

The programme will deliver a learning experience whereby learners will be able to:¹

- A1 Develop multi-disciplinary knowledge and a critical understanding of current and emerging issues relating to energy and sustainability, with a view to creating and considering resolution options.
- A2 Enhance both management and leadership capabilities through a rigorous analysis, evaluation, and synthesis of concepts and practicalities relevant to the management of sustainable practices within the energy sector, including key philosophical positions on ethics in theory, ethical behaviour, and ethical decision making within the energy sector.
- A3 Convert knowledge of strategic, holistic, and integrated perspectives of organisations and management by enabling the systematic review of discipline-informed theory within the context of transferability to the energy sector.
- A4 Develop managers and leaders who can analyse, synthesise, solve, and communicate complex unstructured business problems within the energy sector, whilst being able to implement agreed solutions effectively and efficiently.
- A5 Develop, through reflection, a globally pertinent transferable skills set that connects learning to practice and supports the development of an evolving professional identity and strengths-based competences for an energy practitioner.

¹ Recommended: 5-7 “numbered points”

PS6. Programme Intended Learning Outcomes (ILO)

By the end of this programme the student will be able to:

Knowledge and Understanding

- K1.0 Critically evaluate the significance of mobilisation and management of tangible and intangible resources, necessary for the achievement of business sustainability within the energy sector.
- K1.1 Analyse the dynamics of organisations in the energy sector and those issues pertaining to sustainability, and their interactions with regulatory frameworks and wider society.
- K1.2 Scrutinise the strategies used within the energy sector in order to achieve sustainable growth.
- K1.3 Critically evaluate the emerging themes reshaping the energy sector especially those pertaining to sustainability issues.
- K1.4 Create new knowledge by combining research and ethics with on-going professional practice.

Cognitive and Intellectual Skills

- C2.0 Analyse and synthesise complex issues systematically and be able to communicate them effectively.
- C2.1 Pro-actively source and apply research to inform management decisions within energy business contexts.
- C2.2 Articulate advanced critical thinking and reflect upon professional practice and development through strengths-based learning.
- C2.3 Critically reflect and augment the formation and enhancement of 'professional identities' necessary for career enhancement within global energy business.
- C2.4 Deconstruct and reconstruct energy business processes and create ideas required to improve business performance.

Transferable Skills

- T3.0 Transfer study into complex work contexts that requires a new strategic approach in the enhancement of business performance.
- T3.1 Acquire specialised problem-solving skills required in research and innovation, in order to create new knowledge and procedures.

T3.2 Construct and manage pluralist professional identities, through insights and critical reflection, with a view to maximising personal efficiency and effectiveness within the workplace.

Employment

E4.0 Debate and reflect upon ethical considerations and values relevant to energy business activity, in particular the implications on business decisions, sustainability matters, and general practices.

E4.1 Critically evaluate the use of established and new techniques, along with research and analysis, to propose ways of promoting a sustainable business performance within the energy sector.

E4.2 Create professional development plan by combining professional enterprise and academic learning.

Practical

P5.0 Be self-directed and able to act autonomously in achieving business and professional goals.

P5.1 Work collaboratively in planning and implementing projects at professional levels.

P5.2 Take responsibility for continuing to develop and advance both self and team's knowledge and skills related to the energy business.

PS7. Distinctive Features

The following provides a definitive and approved list of elements that may be used to both conceptualise and promote the market position of this programme:²

The programme has the following distinctive features:

- **Energy Institute:** Learners have the opportunity to register as student or professional member of the Energy Institute, with access to a wide range of benefits to aid their studies and practice, including the Energy Institute's knowledge service and library, monthly magazines, discounts on other information sources, education and careers' information, peer networking opportunities, internship programmes for recent graduates, and industry contacts. Additionally, learners will have the opportunity to engage with the Energy Institute's online professional development tracking tool and membership workshops.
- **Energy and Sustainability specialisation:** Studying this MBA programme enables learners' to scrutinise the continued move from hydrocarbons to lower or zero-carbon sources of energy supply and the associated geographical shift in the market, including technologies that are driving these movements. Learners will gain insights into long-term sustainability solutions and the role of leaders and managers in this. An example of this is sustainable or renewable energy, which is a new and popular study field that focuses on finding alternative energy sources without compromising the energy needs of future generations, while preserving the health of the natural environment.
- **Sustainability themed modules:** The choice of modules on this programme focuses on the management of the range of organisations operating or impacted by sustainability matters within the broad energy sector, as opposed to the more traditional and previously dominant aspects of the oil and gas industry. Learners will engage with contemporary leadership and management issues, and in addition delve into energy and sustainability areas through modules such as energy markets and marketing, sustainable energy management, and 21st globalisation from an energy sustainability viewpoint. In addition, the range of sustainability themed electives include energy geopolitics; environmental, social, and governance issues (ESG); energy and climate change studies; and opportunities to conduct a research dissertation or consultancy project specific to a leadership and/or management issues within energy and sustainability.
- **Networking:** The programme is part of the postgraduate portfolio of programmes at GSM London therefore offering networking opportunities. Being the leader in the delivery of oil and gas management programmes in

² Recommended: "bullet points" to assist promotional use

the UK, we have a substantial international network of Alumni and access to this network should prove valuable to learners on the programme. In addition to this, learners will be able to participate in already established College Industry weeks such as:

- Energy Futures,
- Women in Business, and
- Skill it Up for Enterprise
- **Energy Systems and Standards:** Learners will emerge from this programme with best practice understanding of the development and implementation of energy management systems and standards such ISO 50001.
- **Internationally renowned** faculty drawn from a wide range of academic backgrounds with experience of teaching in UK and international universities; most of whom are active within the wider business environment, undertaking research and/or providing commercial expertise to both national and international organisations.
- **Diverse student base** comprising students from the EU, UK, Middle East and Africa. Our MBA students are employed within an eclectic mix of organisations, such as, in the transport and extractive industries, military, as well from both public and third sectors. This cultural and occupational diversity results in a dynamic learning experience with excellent networking opportunities resulting in the acquisition and development of attributes related to global citizenship and professional identities.
- **Formation Zone engagement:** Formation Zone has been established at GSM London to support students looking to set up and develop their own business ventures. It operates a business counselling service, runs regular events on a range of topics germane to business initiation and growth, and has a business incubation facility at the Greenford campus to provide intensive help to new enterprises. It would be particularly appropriate for MBA level learners interested in turning an innovation into a business or looking to grow an existing business. The availability of this facility on campus with its emphasis on working with learners towards successful business launch or transformation and its integration with the MBA curriculum provides a unique engagement opportunity for the entrepreneurial postgraduate learners.
- **Strengths-based learning:** The application of strengths-based learning to underpin the development of leadership potential in the students.
- **Strengths consultation and Research Skills workshops:** Learners will be asked to engage with strengths consultation prior to the commencement of their programme. During the programme, learners will have the opportunity to engage with a number of workshops on strengths enhancement as well as research skills, which are designed to support their learning. These will be delivered both online and offline.
- **Global citizenship:** Learners develop their ability to appreciate and value human diversity and cross-cultural awareness as a result of the diverse

learning environment. This should empower learners to become global citizens in an increasingly globalised world and become successful beyond their social constructs.

- **Innovative assessment:** The programme utilises a range of formative and summative assessments, which has direct relevance to the business world. These include practical and applied exercises, scenario planning, engagement with Massive Open Online Learning platforms (MOOCS), pro-bono engagement with the Formation Zone, video presentations, virtual simulations, strategic review, reflective analysis, portfolio development, and case study evaluation, amongst others.

PS8. Student Numbers

The following provides information that should act as a guide to assure the quality of the student experience, progression opportunities, and staff and resource planning:

Approximate minimum student numbers per intake = 10

Target student numbers per intake = 50

Approximate maximum student numbers per stage = No maximum at this point in time because additional numbers over target will be monitored over the recruitment cycle to ensure that student numbers can be managed.

PS9. Progression Route(s)

Students will be awarded the MBA in Energy and Sustainability on successful completion of 180 credits. If the students do not complete the full 180 credits then they will be awarded according to the number of credits achieved, when they exit the programme. University of Plymouth Regulations apply.

PS10. Admissions Criteria

Qualification(s) Required for Entry to this Programme:	Details:
<p>Standard requirement:</p>	<p>A recognised Bachelor Honours Degree with minimum 2:2 classification or equivalent is required.</p> <p>Applicants who have already studied at a level equivalent to a UK Master's programme will be assessed primarily on the basis of their achievement at this level.</p> <p>Overseas qualifications equivalent to those mentioned above may be accepted. For further information contact the Admissions Team on +44 [0]208 516 7800 or at the following email address: admissions@gsmlondon.ac.uk</p> <p>If English is not the applicant's first language, proof of fluency through IELTS, or equivalent, minimum score of 6.5, 5.5 in all four components (listening, reading, speaking and writing). Please refer to https://www.plymouth.ac.uk/international/how-to-apply/international-students-entry-requirements for all accepted English language qualifications.</p> <p>Applicants where their first degree was studied and awarded in the UK, or in a country that UKVI recognise as a majority English speaking country (list as per the sponsor guidance) will be accepted in lieu of IELTS etc. but only if the degree was awarded 2 years ago or less.</p> <p>Candidates with non-standard qualifications will be invited to attend for interview.</p>
<p>Work Experience:</p>	<p>Work experience is considered as part of the application process, but is not essential.</p>
<p>Other non-standard awards or experiences:</p>	<p>Applicants who lack the normal programme entry requirements are positively encouraged. In such cases, the Admissions Team must be satisfied that the applicant has the necessary potential, knowledge or experience and</p>

	<p>motivation to follow the programme successfully. Applicants will be interviewed to identify their aptitude for study at postgraduate level through relevant life or career experience, and other factors relating to professional qualifications. Applicants will be required to provide supporting evidence of such achievements.</p>
<p>APCL/APEL possibilities:</p>	<p>In the case of APCL/APEL, a mapping exercise will be undertaken by both GSM London and UoP provided there is evidence of a high level of commonality between the learning outcomes of the programme suites.</p> <p>Partial exemptions from programme credit may be obtained in accordance with the UoP Academic Regulations and are dependent on the compatibility of previous study. Each case is considered on its own merit and is subject to approval by Plymouth University. An academic reference and/or personal statement may be required.</p> <p>Further information can be found in the Recognition of Prior Learning Regulations within the Consolidated Policies and Regulations Document.</p>
<p>Interview / Portfolio requirements:</p>	<p>Interview(s) may be required by the admissions tutor or a member of the academic faculty.</p>
<p>Independent Safeguarding Agency (ISA) / Criminal Record Bureau (CRB) clearance required:</p>	<p>No</p>

PS11. Academic Standards and Quality Enhancement

The Programme Leader/Manager (or other descriptor) leads the Programme Committee in the following of Plymouth University's annual programme monitoring process (APM), as titled at the time of approval. APM culminates in the production, maintenance and employment of a programme level Action Plan, which evidences appropriate management of the programme in terms of quality and standards. Any formally agreed change to this process will continue to be followed by the Programme Leader/Manager (or other descriptor) and their Programme Committee.

Elements of this process include engaging with stakeholders. In this definitive document it is important to define:

The external examining system acts as a robust safeguard of standards in the UK higher education system. The role of the external examiner is essentially that of a moderator who ensures that assessments are being written and marked according to the level and learning outcomes of the module. The external examiners assess the student's performance against the standards set by the university as well as the national sector thresholds (FHEQ, 2014). The examiners will be expected to act as 'critical friends' whilst sharing good practice in the sector by drawing from wider disciplinary standards and reference points.

Due to the multi-disciplinary nature of the programme the oversight of modules will be around broad disciplinary clusters.

Subject External Examiner(s): The modules will be clustered around broad disciplinary areas and monitored by Subject External Examiners, who will verify assessment, monitor standards of work produced and provide reports of their findings. The subject externals will be custodians of their own disciplines as well as custodians of the assessment process.

Programme External Examiner: The programme external examiner will have oversight of the programme and may also be a subject external. The programme external will be the custodian of the entire programme and comment on the overall adherence to standards. University of Plymouth Regulations apply.

Additional stakeholders specific to this programme:

The following additional stakeholders are vital to the successful delivery of this programme:

Students: Engagement through Programme Committee Meetings, student liaison meetings, Module Evaluation Questionnaires, Students' Perception Questionnaires, and discussion forums. The majority of committees within the governance structure feature student representation.

Employers: Engagement through dialogue and consultation to facilitate a curriculum focused on employability and also through participation in employability events.

Graduates: Engagement through the Alumni community.

Academic communities: Engagement through academic partnerships, collaborative research, and projects.

Guest speakers : Engagement through highly specialised areas of expertise and disciplines.

PS12. Programme Structure

The following provides the current structure diagram for this programme. It enables both full time and part time routes to be compared within a single diagram as well as any optional modules to be clearly indicated.

FHEQ Level: 7 MBA in Energy and Sustainability = 180 credits at Level M				
F/T Route Year ³	P/T Route Year	Core or Option Module ⁴	Credits ⁵	Module ⁶
1	1	Core	20	Energy Markets and Marketing ENMA7076
1	1	Core	20	Management and Business Research MBRE7090
1	1	Core	20	21 st Century Globalisation CEGL7082
1	1	Core	20	Human Factor HUFA7078
1	2	Core	20	Accounting and Financial Management AFMA7074
1	2	Core	20	Sustainable Energy Management SEMA7081
1	2	Elective Group 1 Any one equal to 20 credits	20	Oil and Gas Economics OGEC7058
1	2	Elective Group 1 Any one equal to 20 credits	20	Energy Geopolitics ENGE7084
1	2	Elective Group 1 Any one equal to 20 credits	20	Environmental, Social, and Governance Issues ESGI7086

³ Enter: "1, 2, 3, 4 or No F/T (or P/T) Route"

⁴ Enter: "Core, Option Any Mix, Option Choice A, Option Choice B, Option Choice C, Option Choice D or Option Choice E (please ensure options are identified in a linked fashion)"

⁵ Enter: "10 Autumn, 10 Spring, 20, 30 or 40 (10 credit modules are an exception to UoP regulations)"

⁶ Enter: the module code and title

1	2	Elective Group 1 Any one equal to 20 credits	20	Energy and Climate Change Studies ECCS7055
1	2	Elective Group 2 (DISS7035/CRPO7008)	40	Dissertation DISS7035
1	2	Elective Group 2 (DISS7035/CRPO7008)	40	Consultancy Project CPRO7008

**Elective (option) modules will be run subject to demand and viability. Elective modules may not be offered every semester.*

PS13. Explanation and Mapping of Learning Outcomes, Teaching & Learning and Assessment⁷

Developing graduate attributes and skills, at any level of HE, is dependent on the clarity of strategies and methods for identifying the attributes and skills relevant to the programme and where and how these are operationalised. The interrelated factors of Teaching, Learning and Assessment and how these are inclusive in nature, are fundamentally significant to these strategies and methods, as are where and how these are specifically distributed within the programme.

Ordered by graduate attributes and skills, the following table provides a map of the above, plus an exposition to describe and explain the ideas and strategy of each. Therefore, subsequent to the initial completion for approval, maintenance of this table as and when programme structure changes occur is also important:

FHEQ level: 7					
Definitions of Graduate Attributes and Skills Relevant to this Programme	Teaching and Learning Strategy / Methods	Prog Aims	Prog intended Learning	Range of Assessments	Related <u>Core</u> Modules

⁷ For programmes containing more than one FHEQ level of study, i.e. a bachelor programme with levels 4, 5 & 6, a separate map must be provided for each level. The table should be copied and pasted to enable this.

			Outcomes		
<p>Knowledge / Understanding:</p> <p>This Master's level programme is guided by the expectations set out by Quality Assurance Agency QAA Level 7 Descriptor, South East Education Consortium (SEEC) credit Level 7 Descriptors and the QAA Masters degree subject benchmark in business and management (Type 3: MBA or similar type degrees post-experience).</p> <p>By the end of this programme the students will be able to demonstrate for a threshold pass:</p> <p>Critical evaluation of the significance of mobilisation and management of tangible and intangible resources, necessary for the achievement of business goals within the energy sector.</p> <p>An ability to analyse the dynamics of organisations in the energy sector and those issues pertaining to sustainability, and their interaction with both regulatory frameworks and</p>	<p><u>Primary:</u> Lectures and tutorials; problem-based learning; work-related learning; guided independent study.</p> <p><u>Secondary/Supplementary:</u> Electronic and computer-based communication and learning such as live webinars, recorded audio and video lectures, and the use of social media platforms.</p>	<p>A1</p> <p>A2</p>	<p><u>MBA</u></p> <p>K1.0</p> <p>K1.1</p> <p>K1.2</p> <p>K1.3</p> <p>K1.4</p>	<p>Knowledge and understanding is assessed via a combination of formative and summative assessment.</p>	<p>Energy Markets and Marketing (ENMA7076);</p> <p>Management and Business Research (MBRE7090);</p> <p>21st Century Globalisation (CEGL7082);</p> <p>Human Factor (HUFA7078);</p> <p>Accounting and Financial Management (AFMA7074);</p> <p>Sustainable Energy Management (SEMA7081);</p> <p>Dissertation / Consultancy Project (DISS7035/CPRO7008)</p>

<p>wider society.</p> <p>Scrutiny of the strategies used within the energy sector in order to achieve sustainable growth.</p> <p>Critical evaluation of the emerging themes reshaping the energy sector, especially those pertaining to sustainability issues.</p>					
<p>An explanation for embedding Knowledge and Understanding through Teaching & Learning and Assessment at this level of the programme:</p> <p>Application of knowledge and understanding are embedded within modules on this programme through the range of assessment strategies used. These strategies will encourage focus and reflection on the learning processes. In addition to this, the strengths-based learning masterclasses will help students in understanding how they can use their strengths to drive improvements in their learning.</p>					
<p>Cognitive and Intellectual Skills:</p> <p>This Master's level programme is guided by the expectations set out by Quality Assurance Agency QAA Level 7 Descriptor, South East Education Consortium (SEEC) credit Level 7 Descriptors and the QAA Masters degree subject benchmark in business and management (Type 3: MBA or similar type degrees post-experience).</p> <p>By the end of this programme the students will be able to demonstrate for a threshold pass:</p> <p>The ability to analyse and synthesise complex issues systematically and</p>	<p><u>Primary:</u> Lectures and tutorials; problem-based learning; work-related learning; guided independent study.</p> <p><u>Secondary/Supplementary:</u> Electronic and computer-based communication and learning such as live webinars, recorded audio and video lectures, and the use of social media platforms.</p>	<p>A2</p> <p>A3</p>	<p><u>MBA</u></p> <p>C2.0</p> <p>C2.1</p> <p>C2.2</p> <p>C2.3</p> <p>C2.4</p>	<p>Cognitive and intellectual skills are assessed via a combination of formative and summative assessment.</p>	<p>Energy Markets and Marketing (ENMA7076);</p> <p>Management and Business Research (MBRE7090);</p> <p>21st Century Globalisation (CEGL7082);</p> <p>Human Factor (HUFA7078);</p> <p>Accounting and Financial Management (AFMA7074);</p> <p>Sustainable Energy</p>

<p>be able to communicate them effectively</p> <p>The pro-active sourcing and application of research to inform management decisions in different organisational contexts.</p> <p>Articulation of advanced critical thinking and reflection upon professional practice and development through strengths-based learning.</p> <p>Critical reflection and augmentation of the formation and enhancement of 'professional identities' necessary for career enhancement within global energy business.</p> <p>The ability to deconstruct and reconstruct energy business processes and create ideas required to improve business performance.</p>					<p>Management (SEMA7081);</p> <p>Dissertation / Consultancy Project (DISS7035/CPRO7008)</p>
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[An explanation for embedding Cognitive and Intellectual Skills through Teaching & Learning and Assessment at this level of the programme:](#)

A focus on various learning techniques, including the use of case studies as well as practical workshops to develop students' cognitive and intellectual skills. In addition to this, the strengths-based learning masterclasses will help students in understanding how they can use their strengths to drive improvements in their learning.

<p>Key Transferable Skills:</p> <p>This Master's level programme is guided by the expectations set out by Quality</p>	<p><u>Primary:</u> Lectures and tutorials; problem-based learning; work-related learning;</p>			<p>Key Transferable Skills are assessed</p>	<p>Energy Markets and Marketing (ENMA7076);</p> <p>Management and</p>
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<p>Assurance Agency QAA Level 7 Descriptor, South East Education Consortium (SEEC) credit Level 7 Descriptors and the QAA Masters degree subject benchmark in business and management (Type 3: MBA or similar type degrees post-experience).</p> <p>By the end of this programme the students will be able to demonstrate for a threshold pass:</p> <p>The ability to transfer study into complex work contexts that require a new strategic approach in the enhancement of business performance.</p> <p>The acquisition of specialised problem-solving skills required in research and innovation, in order to create new knowledge and procedures.</p> <p>Adaptability, originality, insight, and critical and reflective abilities, which can all be brought to bear upon problem situations.</p>	<p>guided independent study.</p> <p><u>Secondary/Supplementary:</u> Electronic and computer-based communication and learning such as live webinars, recorded audio and video lectures, and the use of social media platforms.</p>	<p>A3</p>	<p><u>MBA</u></p> <p>T3.0</p> <p>T3.1</p> <p>T3.2</p>	<p>via a combination of formative and summative assessment.</p>	<p>Business Research (MBRE7090);</p> <p>21st Century Globalisation (CEGL7082);</p> <p>Human Factor (HUFA7078);</p> <p>Accounting and Financial Management (AFMA7074);</p> <p>Sustainable Energy Management (SEMA7081);</p> <p>Dissertation / Consultancy Project (DISS7035/CPRO7008)</p>
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An explanation for embedding Key Transferable Skills through teaching and learning and Assessment at this level of the programme:

A focus on transferable skills throughout the module, evident through the utilisation of a range of assessments, along with a focus on academic and professional skills. In addition to this, the strengths-based learning masterclasses will help students in understanding how they can use their strengths to drive improvements in their learning.

<p>Employment Related Skills:</p> <p>This Master's level programme is guided by the expectations set out by Quality Assurance Agency QAA Level 7 Descriptor, South East Education Consortium (SEEC) credit Level 7 Descriptors and the QAA Masters degree subject benchmark in business and management (Type 3: MBA or similar type degrees post-experience).</p> <p>By the end of this programme the students will be able to demonstrate for a threshold pass:</p> <p>The ability to debate and reflect upon ethical considerations and values relevant to energy business activity, in particular the implications on business decisions and general practices.</p> <p>Critical evaluation of the use of established and new techniques, along with research and analysis, to propose ways of promoting a sustainable business performance within the energy sector.</p> <p>The ability to create professional development plan by combining professional enterprise and academic learning.</p>	<p><u>Primary:</u> Lectures and tutorials; problem-based learning; work-related learning; guided independent study.</p> <p><u>Secondary/Supplementary:</u> Electronic and computer-based communication and learning such as live webinars, recorded audio and video lectures, and the use of social media platforms.</p>	<p>A1</p> <p>A2</p> <p>A3</p> <p>A4</p> <p>A5</p>	<p><u>MBA</u></p> <p>E4.0</p> <p>E4.1</p> <p>E4.2</p>	<p>Employment related skills are assessed via a combination of formative and summative assessment.</p>	<p>Energy Markets and Marketing (ENMA7076);</p> <p>Management and Business Research (MBRE7090);</p> <p>21st Century Globalisation (CEGL7082);</p> <p>Human Factor (HUFA7078);</p> <p>Accounting and Financial Management (AFMA7074);</p> <p>Sustainable Energy Management (SEMA7081);</p> <p>Dissertation / Consultancy Project (DISS7035/CPRO7008)</p>
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An explanation for embedding Employment Related Skills through Teaching & Learning and Assessment at this level of the programme:

This level features the development of academic and professional skills where students will attend seminars and workshops delivered by guest speakers and visiting lecturers, in addition to other modules which provide relevant intellectual content designed to enhance students' employability skills and progression in their future career. In addition to this, the strengths-based learning masterclasses will help students in understanding how they can use their strengths to drive improvements in their learning.

<p>Practical Skills:</p> <p>This Master's level programme is guided by the expectations set out by Quality Assurance Agency QAA Level 7 Descriptor, South East Education Consortium (SEEC) credit Level 7 Descriptors and the QAA Masters degree subject benchmark in business and management (Type 3: MBA or similar type degrees post-experience).</p> <p>By the end of this programme the students will be able to demonstrate for a threshold pass:</p> <p>Self-direction and the ability to act autonomously in achieving business and professional goals.</p> <p>Working collaboratively in planning and implementing projects at professional levels.</p> <p>The taking of responsibility for continuing to develop and advance both self and team's knowledge and</p>	<p><u>Primary:</u> Lectures and tutorials; problem-based learning; work-related learning; guided independent study.</p> <p><u>Secondary/Supplementary:</u> Electronic and computer-based communication and learning such as live webinars, recorded audio and video lectures, and the use of social media platforms.</p>	<p>A1</p> <p>A2</p> <p>A3</p> <p>A4</p> <p>A5</p>	<p><u>MBA</u></p> <p>P5.0</p> <p>P5.1</p> <p>P5.2</p>	<p>Practical skills are assessed via a combination of formative and summative assessment.</p>	<p>Energy Markets and Marketing (ENMA7076);</p> <p>Management and Business Research (MBRE7090);</p> <p>21st Century Globalisation (CEGL7082);</p> <p>Human Factor (HUFA7078);</p> <p>Accounting and Financial Management (AFMA7074);</p> <p>Sustainable Energy Management (SEMA7081);</p> <p>Dissertation / Consultancy Project (DISS7035/CPRO7008)</p>
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skills related to the energy business.					
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An explanation for embedding Practical Skills through Teaching & Learning and Assessment at this level of the programme:

Development of practical skills through the range of assessment will be utilised such as presentations and group work, along with wider study within the Level 7 modules. In addition to this, the strengths-based learning masterclasses will help students in understanding how they can use their strengths to drive improvements in their learning.

PS14. Work Based/Related Learning

WBL is an essential element of Master Degrees and therefore needs to be detailed here. However, for all types of HE programmes there should be an element of employability focus through, at least, Work Related Learning, and therefore the following is applicable for all:

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WBL/WRL Activity:	Logistics	Prog Aim	Prog Intended LO	Range of Assessments	Related <u>Core</u> Module(s)
Application of strengths-based learning Simulation Work-based and work-related learning Guest speaker sessions	Some activities will take place on campus while others may take place at other locations. Activities outside of GSM London's sites will be appropriately planned to ensure that students have the opportunity to attend and that all appropriate safety recommendations are fully adhered to.	A1 A2 A3 A4 A5	K1.0; K1.1; K1.2; K1.3, K1.4 C2.0; C2.1; C2.2; C2.3; C2.4 T3.0; T3.1; T3.2 E4.0;E4.1;E4.2 P5.0; P5.1; P5.2	Design and Implementation of projects; evaluation; practice-based assignments; portfolio development; work-related negotiated study; reflective analysis; reports and essays, presentations and seminar; simulation.	Energy Markets and Marketing (ENMA7076); Management and Business Research (MBRE7090); 21st Century Globalisation (CEGL7082); Human Factor (HUFA7078); Accounting and Financial Management (AFMA7074); Sustainable Energy Management (SEMA7081); Dissertation / Consultancy Project (DISS7035/CPRO7008)
<p>An exposition to explain this map: At this level, students will be involved in a number of activities through the delivery of the modules aimed at providing work context. This will be delivered through any combination of simulations, presentations, employer site visits, and varying assessment tools.</p>					

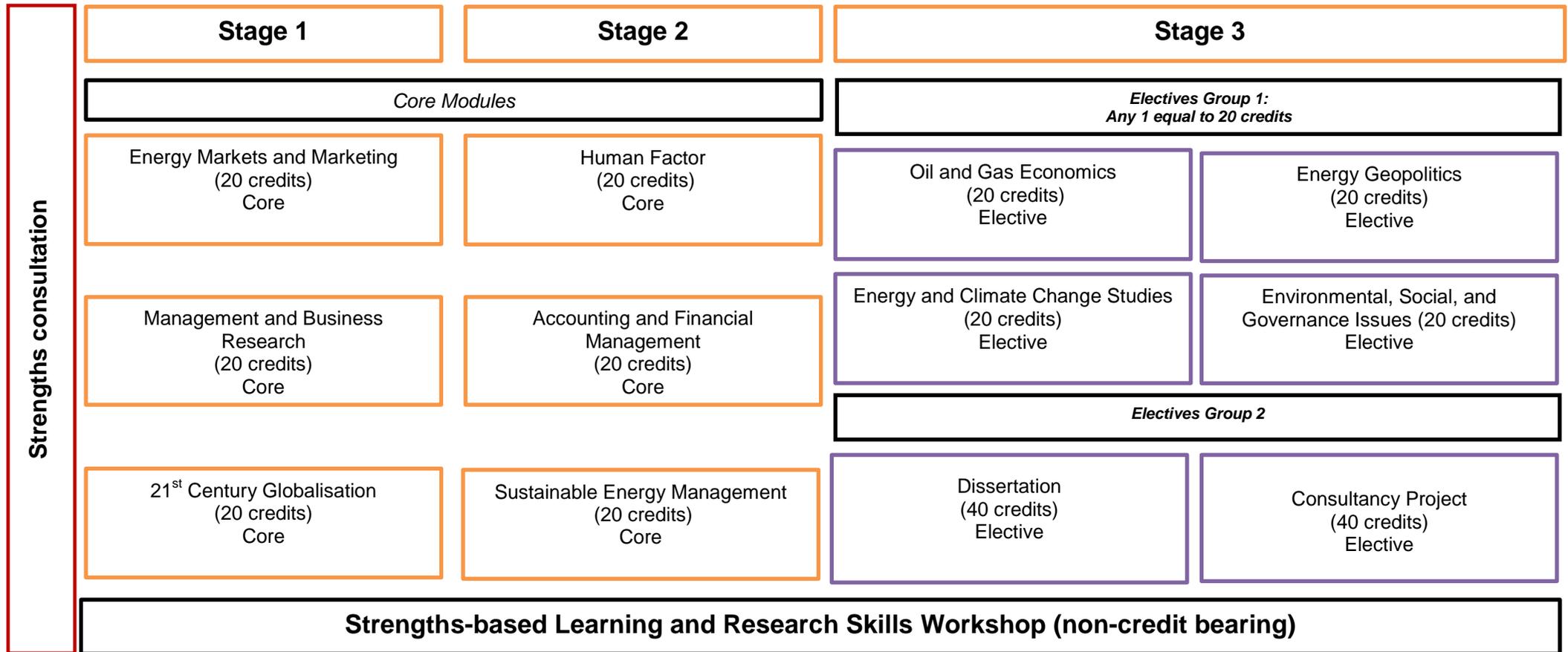
Appendix I: Programme Map - Default Route

The Programme Map groups modules into three stages to show the recommended running order or 'default route' of the MBA. In the event that a student exits the programme prior to completing the full MBA, any combination of modules equal to 60 credits can be undertaken to achieve a Postgraduate Certificate and any combination of modules equal to 120 credits can be undertaken to achieve a Postgraduate Diploma.

The default electives at Stage 3 are: *Group 1: Energy Geopolitics* and *Group 2: Dissertation*

Learners will be encouraged to make an elective choice during stage two of the programme. This process will be supported by showcasing all available elective modules at an 'electives fair', as well as ensuring that the choice being made is an informed one. Should a learner be unable to make an elective choice prior to a stated deadline, the default electives identified above would be automatically applied to a learner's programme.

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NB: The stages above are for guidance only and are not an indication of module pre-requisites.

Appendix III: Summary of Programme Assessments (Including Indicative Content)

Module	Credits	Coursework
Energy Markets and Marketing	20	100% <i>Indicative Content:</i> 70% Report (2,800 words) 30% Recorded oral assessment or presentation (20 minutes)
Management and Business Research	20	100% <i>Indicative Content:</i> 70% Report (2,800 words) 30% Written assessment (1,200 words)
21 st Century Globalisation	20	100% <i>Indicative Content:</i> 70% Written assessment (2,800 words) 30% Recorded oral assessment or presentation (20 minutes)
Human Factor	20	100% <i>Indicative Content:</i> 70% Written Assignment (2,800 words) 30% Report (1,200 words)
Accounting and Financial Management	20	100% <i>Indicative Content:</i> 70% Portfolio (2,800 words) 30% Essay (1,200 words)
Sustainable Energy Management	20	100% <i>Indicative Content:</i> 70% Set Exercise (2,800 words) 30% Written assignment (1,200 words)
Oil and Gas Economics	20	100% <i>Indicative Content:</i> 70% Report (3,000 words) 30% Briefing paper (1,000 words)
Energy Geopolitics	20	100% <i>Indicative Content:</i> 50% Report 1 (2,000 words) 50% Report 2 (2,000 words)
Environmental, Social, and Governance Issues	20	100% <i>Indicative Content:</i> 70% Report (2,800 words) 30% Written assessment (1,200 words)
Energy and Climate Change Studies	20	100% <i>Indicative Content:</i> 70% Report (3,000 words) 30% Essay (1,000 words)
Consultancy Project	40	100% <i>Indicative Content:</i> 90% Project output (7,200 words) 10% Reflection (800 words)
Dissertation	40	100% <i>Indicative Content:</i> 90% Dissertation 10% Reflection (8,000 words)

Appendix IV: Matching of modules to the SEEC Level 7 Descriptor

MODULES / SEEC DESCRIPTORS	A	B	C	D	E	F	G	H	I	J	K	L	M
Energy Markets and Marketing	X		X	X	X		X	X			X		X
Management and Business Research	X	X	X	X	X		X	X			X		X
21 st Century Globalisation (Energy and Sustainability)	X	X	X	X	X	X	X	X	X	X	X		X
Human Factor	X	X	X	X	X		X	X	X	X	X	X	X
Accounting and Financial Management	X		X	X	X		X	X			X	X	X
Sustainable Energy Management	X		X	X	X	X	X	X	X	X	X		X
Oil and Gas Economics	X	X	X	X			X	X	X	X	X		X
Energy Geopolitics	X	X	X	X	X		X	X	X	X	X		X
Environmental, Social and Governance Issues	X		X	X	X		X	X			X		X
Energy and Climate Change Studies	X		X	X	X	X	X	X		X			X
Dissertation	X	X	X	X	X	X	X	X	X	X	X	X	X
Consultancy Project	X	X	X	X	X	X	X	X	X	X	X	X	X

<u>Setting</u>	<u>Knowledge and Understanding</u>	<u>Cognitive skills</u>	<u>Performance and practice</u>	<u>Personal and enabling skills</u>
A. Operational context	C. Knowledge and understanding	D. Conceptualisation and critical thinking	H. Adaptation to context	L. Personal evaluation and development
B. Autonomy and responsibility for actions		E. Problem solving, research & enquiry	I. Performance	M. Interpersonal and communication skills
		F. Synthesis and creativity	J. Team and organisational working	
		G. Analysis and evaluation	K. Ethical awareness & application	