

PROGRAMME SPECIFICATION

Programme Title: Master of Business Administration (Oil and Gas Management)

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 (Oil and Gas Management)
Intermediate Award:	N/A
Programme Title:	Master of Business Administration (Oil and Gas Management)
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 Master of Business Administration (Oil and Gas Management) Programme at GSM London empowers professionals to pursue a challenging career in the oil and gas industry by enhancing their confidence, in order for them to become effective leaders and managers. The programme embraces the principles of strengths-based learning, whilst focusing on underlying business and management issues and the appropriate frameworks for their solutions.

An MBA Degree with specialism in Oil and Gas Management is profoundly important for professionals within both the oil and gas industry and the broader energy sector. The latter 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 the transformation of technologies that shape the sector. Students will be given the opportunity to evaluate the ways in which oil and gas companies pro-actively address the challenges they face, whilst driving innovative techniques aimed at securing their sustainability. A theme explored within the programme includes the dynamics and volatility associated with businesses in general and the oil and gas industry in particular. Also, issues such as climate change, the changing patterns of project viability, and the fragmentation of the value chain are evaluated, with particular focus on emerging themes driving industry solutions.

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 students' development by building on their existing professional and managerial practice, thus providing a platform for innovation and growth at both individual and organisational 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 industry.

There is an emphasis on leadership through strategic issues, ethics, innovation, and 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 comprise a pragmatic blend of case studies, discussion, problem exercises, simulations and syndications, online learning, and external engagement. In addition, networking opportunities are embedded within the programme curriculum.

Students will adopt a discursive and evaluative approach related to the application of concepts. Linkages between theory and practice will be explored 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.

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 in business and management, particularly those within oil and gas industries, 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 management and leadership in oil and gas industries, including key philosophical positions on ethics in theory, ethical behaviour, and ethical decision making in organisations.
- 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 oil and gas industries.
- A4 Develop managers and leaders who can analyse, synthesise, solve, and communicate complex unstructured business problems within oil and gas industries and the wider business environment, 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 within diverse and multi-cultural work environments.

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 human resources as well as other tangible and intangible resources, necessary for the achievement of business goal, particularly those pertinent to oil and gas industries.
- K1.1 Analyse the dynamics of oil and gas organisations, and their interactions with regulatory frameworks and wider society.
- K1.2 Scrutinise the strategies used by business managers in order to achieve growth and reach a desired future state in oil and gas industries.
- K1.3 Critically evaluate the emerging themes reshaping oil and gas industries, and create innovative strategies for implementing solutions.
- 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 as they relate to oil and gas context.
- 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 oil and gas industries.
- C2.4 Deconstruct and reconstruct business processes and create ideas required to improve business performance, especially those within oil and gas.

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 business activity, in particular the implications of business decisions and general practices in the oil and gas industry.

E4.1 Critically evaluate the use of established and new techniques, along with research and analysis, to propose ways of enhancing business performance in the oil and gas industry.

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 oil and gas related projects at professional levels.

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

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:

- **Oil and gas management stream:** Studying this stream will provide learners with the know-how of the oil and gas industry through a range of electives provided such as oil and gas economics, oil and gas industry dynamics, energy geopolitics, and opportunities of carrying out a research dissertation or consultancy project specific to a leadership and/or management issues within oil and gas.
- **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 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 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.
- **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

² Recommended: "bullet points" to assist promotional use

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 (Oil and Gas Management) 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.

	period in question.
Other non-standard awards or experiences:	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 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.
APCL/APEL possibilities:	<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>
Interview / Portfolio requirements:	Interview(s) may be required by the admissions tutor or a member of the academic faculty.
Independent Safeguarding Agency (ISA) / Criminal Record Bureau (CRB) clearance required:	No

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.

Associate Lecturers 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 (Oil and Gas Management) = 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	Markets and Marketing MARM7089
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	Oil and Gas Industry Dynamics OGID7057
1	2	Elective Group 1 Any one equal to 20 credits	20	Emerging Business and Technologies EBTE7075
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

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	Environmental, Social, and Governance Issues ESGI7086
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>Masters level QAA Subject Benchmark</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 Master's degree subject benchmark in business and management.</p> <p>By the end of this programme the students will be able to demonstrate for a threshold pass:</p> <p>The ability to critically evaluate the significance of the mobilisation and management of human resources, as well as other tangible and intangible resources necessary for the achievement of business goals, particularly those pertinent to the oil and gas industry.</p> <p>The ability to analyse the dynamics of organisations and their interaction with both regulatory frameworks and wider society.</p> <p>Scrutiny of the strategies used by business managers in order to</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>Markets and Marketing (MARM7089);</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>Oil and Gas Industry Dynamics (OGID7057);</p> <p>Dissertation / Consultancy Project (DISS7035/CPRO7008)</p>

<p>achieve growth and reach a desired future state in the oil and gas industry.</p> <p>Critical evaluation of the emerging themes reshaping the oil and gas industry and the creation of innovative strategies for implementing solutions.</p> <p>The creation of new knowledge by combining research and ethics with on-going professional practice.</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)</p>	<p><u>Primary:</u> Lectures and tutorials; problem-based learning; work-related learning; guided independent study.</p> <p><u>Secondary/Supplementary:</u></p>	<p>A2</p>	<p><u>MBA</u> C2.0</p>	<p>Cognitive and intellectual skills are assessed via a combination of formative and summative</p>	<p>Markets and Marketing (MARM7089); Management and Business Research (MBRE7090);</p>

<p>credit Level 7 Descriptors and the QAA Master's 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 systematic analysis and synthesis of complex issues and the ability to communicate them effectively.</p> <p>Pro-active sourcing and application of research to inform management decisions in different organisational contexts.</p> <p>Articulate, advanced critical thinking and reflection upon professional practice and development through strengths-based learning.</p> <p>An ability to critically reflect and augment the formation and enhancement of the 'professional identities' necessary for career enhancement within the oil and gas industry. .</p> <p>The deconstruction and reconstruction of business processes and the creation of ideas</p>	<p>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>C2.1 C2.2 C2.3 C2.4</p>	<p>assessment</p>	<p>21st Century Globalisation (CEGL7082);</p> <p>Human Factor (HUFA7078);</p> <p>Accounting and Financial Management (AFMA7074);</p> <p>Oil and Gas Industry Dynamics (OGID7057);</p> <p>Dissertation / Consultancy Project (DISS7035/CPRO7008)</p>
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required to improve business performance.					
<p>An explanation for embedding Cognitive and Intellectual Skills through Teaching & Learning and Assessment at this level of the programme:</p> <p>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>					
<p>Key Transferable 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 Master's 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 transference of study into complex work contexts that require a new strategic approach in the enhancement of business performance.</p> <p>An acquisition of the specialised problem-solving skills required in</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>A3</p> <p>A4</p>	<p><u>MBA</u></p> <p>T3.0</p> <p>T3.1</p> <p>T3.2</p>	<p>Key Transferable Skills are assessed via a combination of formative and summative assessment.</p>	<p>Markets and Marketing (MARM7089);</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>Oil and Gas Industry Dynamics (OGID7057);</p> <p>Dissertation / Consultancy Project (DISS7035/CPRO7008)</p>

<p>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>An explanation for embedding Key Transferable Skills through teaching and learning and Assessment at this level of the programme:</p>					
<p>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>					
<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 Master's 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</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 A2 A3 A4 A5</p>	<p><u>MBA</u> E4.0 E4.1 E4.2</p>	<p>Employment related skills are assessed via a combination of formative and summative assessment.</p>	<p>Markets and Marketing (MARM7089); Management and Business Research (MBRE7090); 21st Century Globalisation (CEGL7082); Human Factor (HUFA7078); Accounting and Financial Management (AFMA7074);</p>

<p>upon ethical considerations and values relevant to business activity, in particular, the implications of business decisions and general practice in the oil and gas industry.</p> <p>Critical evaluation of the use of established and new techniques, along with research and analysis, to propose ways of enhancing business performance in the oil and gas industry.</p> <p>The creation of a professional development plan by combining professional enterprise and academic learning.</p>					<p>Oil and Gas Industry Dynamics (OGID7057);</p> <p>Dissertation / Consultancy Project (DISS7035/CPRO7008)</p>
<p>An explanation for embedding Employment Related Skills through Teaching & Learning and Assessment at this level of the programme:</p> <p>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>					

<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 Master's 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> <ul style="list-style-type: none"> Self-direction and the ability to act autonomously in achieving business and professional goals. An ability to work collaboratively in planning and implementing projects at professional levels. Responsibility for continuing to develop and advance both self and team's knowledge and skills. 	<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>Markets and Marketing (MARM7089);</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>Oil and Gas Industry Dynamics (OGID7057);</p> <p>Dissertation / Consultancy Project (DISS7035/CPRO7008)</p>
<p>An explanation for embedding Practical Skills through Teaching & Learning and Assessment at this level of the programme:</p> <p>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.</p>					

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:

MBA (Oil and Gas Management)					
WBL/WRL Activity:	Logistics	Prog Aim	Prog Intended LO	Range of Assessments	Related <u>Core</u> Module(s)
Application of strengths-based learning	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	K1.0; K1.1; K1.2; K1.3; K1.4	Design and Implementation of projects; evaluation; practice-based assignments; portfolio development; work-related negotiated study; reflective analysis; reports and essays, presentations and seminar; simulation.	Markets and Marketing (MARM7089); Management and Business Research (MBRE7090); 21st Century Globalisation (CEGL7082); Human Factor (HUFA7078); Accounting and Financial Management (AFMA7074); Oil and Gas Industry Dynamics (OGID7057); Dissertation / Consultancy Project (DISS7035/CPRO7008)
Simulation		A2	C2.0; C2.1; C2.2; C2.3; C2.4		
Work-based and work-related learning		A3	T3.0; T3.1; T3.2		
Guest speaker sessions		A4	E4.0; E4.1; E4.2		
		A5	P5.0; P5.1; P5.2		
<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>					

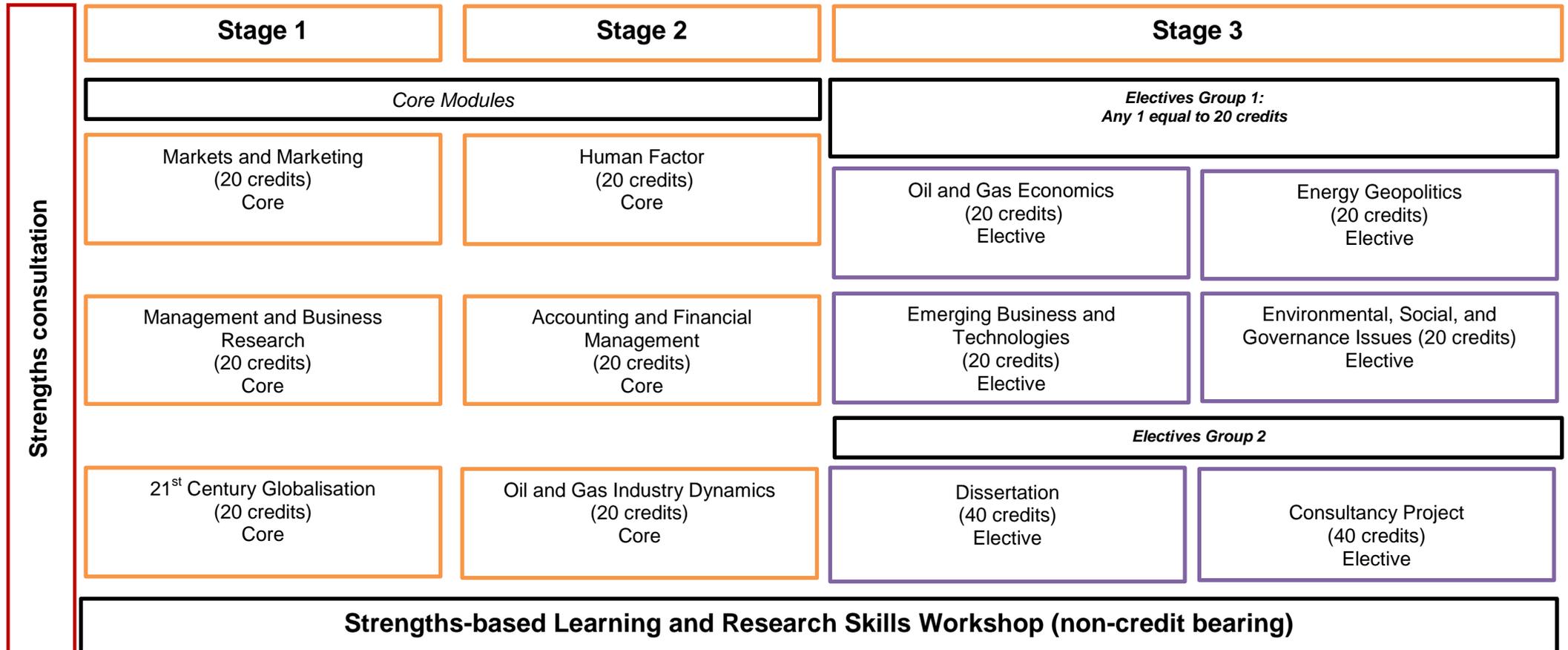
Appendix I: Programme Map - Default Route

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: Oil and Gas Economics* 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.

MBA (Oil and Gas Management)



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

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

Module	Credits	Coursework
Markets and Marketing	20	100% <i>Indicative Content:</i> 80% Individual Written Report (2,800 words) 20% 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)
Oil and Gas Industry Dynamics	20	100% <i>Indicative Content:</i> 80% Timed case study (3,000 words) 20% Reflective essay (1,000 words)
Emerging Business and Technologies	20	100% <i>Indicative Content:</i> 70% Recorded oral assessment or presentation (20 minutes) 30% Report (1,200 words)
Energy Geopolitics	20	100% <i>Indicative Content:</i> 50% Report 1 (2,000 words) 50% Report 2 (2,000 words)
Oil and Gas Economics	20	100% <i>Indicative Content:</i> 70% Report (3,000 words) 30% Economic Briefing Paper (1,000 words)
Environmental, Social, and Governance Issues	20	100% <i>Indicative Content:</i> 70% Report (2,800 words) 30% Written assessment (1,200 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 III: 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
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 (Oil and Gas)	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
Oil and Gas Industry Dynamics	X		X	X	X	X	X	X		X			X
Emerging Business and Technologies (Oil and Gas)	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
Environmental, Social and Governance Issues	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	