

Programme Specification

Flexible Executive MBA (Henley based) (part-time)	PPTZHB MBA7DM
Flexible Executive Master of Business Administration (Malta) (part-time)	PPTZMT MBA7DM
Flexible Executive Master of Business Administration (Nordic) (part-time)	PPTZNS MBA7DM
Flexible Executive Master of Business Administration (South Africa) (part-time)	PPTZS MBA7DM
Master of Business Administration (post-DAS registration)	PPTZBAD7ZZDM

For students entering in 2027/28

This document sets out key information about your Programme and forms part of your Terms and Conditions with the University of Reading.

Awarding Institution	University of Reading
Teaching Institution	University of Reading
Length of Programme	Flexible Executive MBA (Henley based) (part-time) - 36 months Flexible Executive Master of Business Administration (Malta) (part-time) - 36 months Flexible Executive Master of Business Administration (Nordic) (part-time) - 36 months Flexible Executive Master of Business Administration (South Africa) (part-time) - 36 months Master of Business Administration (post-DAS registration) - 30 months
Accreditation	Association to Advance Collegiate Schools of Business (AACSB) EFMD Quality Improvement System (EQUIS) Association of MBAs (AMBA)
Programme Start Dates	Multiple throughout the academic year
QAA Subject Benchmarking Group	Business and Management (including Masters)

Programme information and content

The Henley MBA programme aims to prepare students for senior leadership positions by:

1. Developing a strategic, holistic and integrated perspective of business, organisations and management.
2. Developing knowledge and understanding of current and pervasive issues in business and management through access to thought leadership and leading-edge practice.

3. Developing the knowledge, understanding and skills for management and leadership around three core themes:

Choices: management and leadership are about making the right choices - both personal and organisational.

Values: character and integrity are as important as capability for managers and leaders.

Critical thinking: both innovative and critical thinking are required for effective management and leadership.

4. Providing personal development opportunities to help students develop their management capabilities, their capacity for and commitment to continuous learning, and their capability to work in and to lead teams in different situations.

5. Integrating theory and practice through an approach to assessment that combines academic rigour with practitioner relevance through work-based assignments, examinations/alternative assessment methods, and a research-based management project.

Programme Learning Outcomes

-Flexible Executive MBA (Henley based) (part-time)

During the course of the Programme, you will have the opportunity to develop a range of skills, knowledge and attributes (known as learning outcomes) For this programme, these are:

	Learning outcomes
1	Synthesise and evaluate a multi-disciplinary and holistic perspective of business and management practices through critical analysis and strategic decision-making.
2	Apply and critically assess theoretical concepts in practice through experiential learning, which includes work-based assignments, live projects and a research-based management challenge, demonstrating academic rigour and practitioner relevance.
3	Analyse, optimise and reflect on your Financial, Operations, and People Management skills to enhance the effectiveness of strategic planning and decision-making in organisations.
4	Reframe, formulate and innovate a strategic outlook of the organisation's external environment by critically considering the perspectives of different stakeholders and the dynamics of international markets.
5	Exhibit and critically evaluate leadership in guiding individuals, teams, and organisations through thought leadership and leading-edge practices. Uphold and reflect upon character and integrity as pivotal values in decision-making processes, aiming for responsible and sustainable organisational outcomes.
6	Enhance and critically appraise your self-awareness capabilities and ongoing personal development to effectively work in and lead teams across diverse contexts. Foster a mindset of self-reflection and continuous learning for sustained professional and personal advancement.

7	Develop and integrate advanced theoretical knowledge (e.g., through international study visit electives), enhancing your critical thinking, cross-cultural communication and strategic problem-solving abilities, linking theoretical insights with practical application for comprehensive personal and professional development.
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You will be expected to engage in learning activities to achieve these Programme learning outcomes. Assessment of your modules will reflect these learning outcomes and test how far you have met the requirements for your degree.

To pass the Programme, you will be required to meet the progression or accreditation and award criteria set out below.

Module information

Compulsory modules

The programme comprises of 180 credits, allocated across a range of compulsory and optional modules. Compulsory modules are listed.

The programme is offered via 2 alternative pathways as shown below:

Flexible Executive MBA

Pathway	Module	Name	Credits	Level
Flexible Executive MBA Stage 1	MNM1PD1	Personal Development 1	10	7
	MNM1MDW	Managing Processes & Systems in a Digital World	15	7
	MNM1MPE	Managing People	15	7
	MNM1MFR	Managing Financial Resources	20	7
Flexible Executive MBA Stage 2	MNM2STR	Strategy	15	7
	MNM2IB	International Business	15	7
	MNM2STM	Strategic Marketing	15	7
	MNM2PD2	Personal Development 2	0	7
	MNM2RR	Reputation and Responsibility	15	7
		Research Skills	0	7

An alternative route to entry to Stage 3 of the Flexible Executive MBA is by gaining the PG Diploma in Business Administration. This is achieved through successful completion of the

Senior Leader Apprenticeship (SLA) Business Administration programme, followed by post-SLA programme academic evaluation, to award the PG Diploma. The PG Diploma in Business Administration is deemed to have equivalence of learning to Stages 1 and 2 of the Flexible Executive MBA.

PGDiploma in Business Administration

Pathway	Module	Name	Credits	Level
PG Dip Pathway	MNM1STR	Strategy	15	7
	MNM1INC	Innovation & Change	15	7
	MNM2ENR	Enterprise & Risk	15	7
	MNM2FIN	Finance	15	7
	MNM2PERD	Personal Development	0	7
	MNM3ENE	Engaging Employees	15	7
	MNM3LDP	Leading & Developing People	15	7
	MNM3DBC	Developing & Building Collaborative Relationships	15	7
	MNM3PERD	Personal Development	0	7
	MNM3SBP	Strategic Business Proposal	15	7
Pathway	Module	Name	Credits	Level
Both Pathways: Stage 3 of the Flexi Exec MBA	MNM3EA	Elective	10	7
	MNM3LC	Leadership & Change	10	7
	MNM3RS	Research Skills	0	7
	MNM3MRC	Management Research Challenge (MRC)	40	7
	Or	MRC Choice A: Dissertation		
		OR		
		MRC Choice B: Integrated Business Project		
		MRC Choice C: Capstone Project (Group Project)		
	MNM3MRCSA*		60*	
	MNM3PD3	Personal Development	0	7

* Henley South Africa students study an **Enhanced Research Component** where the MRC module is delivered as a 60 credit instead of 40 credit module. This is designed to provide the students with an extended research component of the programme related to their final assignment, the MRC. The additional credits would be allocated to provision of additional support in the Research Skills part of the module in stage 3 as well as additional support in developing the research proposal for the MRC module. This Henley South Africa programme is offered as a 200 credit MBA.

Stage 3 modules listed above are compulsory for all students.

There are ten core modules and one elective module.

The core modules address the fundamental topics within the subject area. NB. The Personal Development module is a 10-credit module. Whilst it is a credit bearing module, it is not mark bearing and is a pass/fail module only. This means that no mark for Personal Development is included in the calculation of your degree classification.

Postgraduate Diploma (PGDip) in Business Administration can only be achieved via successful completion of the Senior Leader Apprenticeship Business Administration (SLA BA) programme where the student is enrolled on the programme funded by their employer as part of the Apprenticeship Levy initiative for Level 7. The PGDip in Business Administration is awarded on condition of passing the post-SLA programme academic evaluation of all assessments completed on the SLA BA.

Apprenticeship Levy learners who are awarded the PG Diploma in Business Administration may join Stage 3 of the Henley Flexible Executive MBA within three years of their PGDip award. The PG Diploma Business Administration is deemed by the University as having equivalence of learning to stages 1 and 2 of the Flexible Executive MBA.

Part-time or flexible modular arrangements

Students must pass each module with a minimum mark of 50%. All modules are regarded as being of special significance. It is normally expected that all the modules in each stage are completed prior to entry to the next stage of the MBA. Requests for extensions of assessment deadlines will be based on provision of evidence in line with the University Policy. A student may be withdrawn due to lack of engagement, which is at the discretion of the Programme Director.

Students who fail to achieve a 50% pass mark are permitted one re-sit/resubmission per module at an appropriate point in the programme schedule.

A resitter will be given a mark for the re-assessed module which reflects the student's performance in the re-assessment. This mark will be recorded on the student's transcript. For the purposes of classification calculation, the module mark is capped at 50. Programme Management will advise students when a re-sit and resubmission is required and policy regarding timing. The normal procedure on exceptional circumstances will apply to those seeking an extension for a re-sit and resubmission. If a student does not resubmit or re-sit within the specified time from the first assessment without an agreed exceptional circumstance a mark of zero will be awarded for that assessment.

Students who fail to achieve a 50% pass mark on a module that is assessed via multiple modes of assessment will be re-assessed by a single mode of assessment. In this case the re-sit mark will count as an overall module mark and will be capped at 50% for classification purposes.

Placement opportunities

This programme does not contain an option for an integral work placement but students are expected to be in relevant employment throughout the course of their studies.

Study abroad opportunities

An International Study Visit is offered as an Elective Module at **Stage 3***.

*Subject to availability

Optional modules

The elective module has two options:

- Choice A provides an opportunity for students to select a topic from a pool of elective modules that will enable them to engage in deeper study of specific topics and contexts within the core subject area.
- Choice B offers an opportunity to go on an International Study Visit* organised by Henley Business School or one of its International Network Partners. This option will incur additional costs for students.

* Subject to availability

Teaching and learning delivery

The Henley Flexible Executive MBA (Flexible EMBA) is completed in a 30 months (approx) teaching schedule and comprises of a combination of tutor lead workshops, facilitated virtual learning, and group-based and independent study. An optional International Study Visit* enables students to engage with global and international managerial issues and stakeholders via programme activities undertaken overseas.

*Subject to availability

The Flexible EMBA is intended for experienced middle to senior managers who wish to have an intensive, challenging and developmental learning experience whilst remaining in their current employment.

- It is designed to help members develop their management knowledge and competencies. It enables them to improve their effectiveness and maximise their contribution to an organisation whilst also helping them to achieve their career potential.
- Members on the programme are encouraged to think strategically about business and management in a global context.

- This international programme is conducted together with our partner network around the world.
- This is a highly engaging programme, which combines personal learning and group work. It emphasises personal development but uses team-based peer learning and support. It is delivered in a format that is based around a learning journey for students which integrates aspects of leadership and personal development with management capabilities in addressing challenges across different aspects of the organisation.

The following learning methods are employed on the Programme:

- Workshops involving interactive lectures and presentations: face to face or online with digital support materials
- Self-study: directed and self-directed, online using web-based resources or with electronic or paper-based materials
- Research
- Collaborative learning
- Case studies
- Problem-based learning
- Work-based learning

Regular attendance at workshops and engagement with the facilitated virtual learning is expected since they are the backbone of the collaborative learning process whilst also providing a supportive atmosphere for the working manager. On-line learning resources extend the workshop interaction, providing resources that outline core theory and content or provide supplementary activities to embed learning. Text-based resources will be interspersed with multi-media materials containing video and audio files that include tutor discussions of topics, lectures and case examples from industry and individual organisations. On-line resources will be made available at the start of a Stage. To get full value from face-to-face events, students are expected to familiarise themselves with the relevant study material before attending. In addition, there will be further suggestions for directed and self-directed study after workshops.

Total study hours for your programme will be 1800 hours. The contact hours for your programme will depend upon your module combination; an average for a typical set of modules on this programme is 21 to 24 days. In addition to your scheduled contact hours, you will be expected to undertake guided independent study. Information about module contact hours and the amount of independent study which a student is normally expected to undertake for a module is indicated in the relevant module description.

Elements of your programme will be delivered via digital technology.

The scheduled teaching and learning activity hours and amount of technology enhanced learning activity for your programme will depend upon your module combination. In addition, you will undertake some self-scheduled teaching and learning activities, designed by and/or involving staff, which give some flexibility for you to choose when to complete them. You will also be expected to undertake guided independent study. Information about module study hours including contact hours and the amount of independent study which a student is normally expected to undertake for a module is indicated in the relevant module description.

Accreditation details
The Henley MBA is accredited by AACSB, AMBA and EQUIS. In addition, the South African office is accredited by AABS.

Assessment
The following options for assessment are used in the Henley Flexible Executive MBA: Each module is assessed either through an individual assignment, or a written examination, or a combination of an examination/alternate assessment and assignment. Modules may have multiple assessments made up of the above. The MRC module has an option for a group assessment. Assignments are typically based on a student's own choice of organisation, predominantly the one for which they are working. Personal Development is assessed through assignments which provide summative assessment and is required for progression on the Programme. Further information is contained in the individual module descriptions.

Progression
N/A

The University's taught postgraduate marks classification is as follows:
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Mark Interpretation

70 - 100% Distinction

60 - 69% Merit

50 - 59% Good standard (Pass)

Failing categories:

40 - 49% Work below threshold standard
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0 - 39% Unsatisfactory Work

For Master's Degree

The following conditions must be satisfied for the award of a Master's degree:
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| <ol style="list-style-type: none">1. a mark of at least 50% (or pass for 'pass/fail' assessments) for every module. The programme comprises 180 credits, except for the Flexible Executive MBA |
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Enhanced Research Component option (Henley South Africa), where the programme comprises 200 credits.

In addition to the threshold conditions for the award of a Master's degree, the following **further** conditions must be satisfied for a classification of Distinction or Merit:

Distinction

An overall weighted average of 70% or more over 180 credits (200 credits for the Flexible Executive MBA Enhanced Research Component option)

OR

an overall weighted average of 68% or more over 180 credits and marks of 70% in at least 90 credits (For Enhanced Research Component option, this would be 200 credits and 100 credits respectively.)

AND

A mark of at least 60% in the Management Research Challenge / Dissertation

Merit

An overall weighted average of 60% or more over 180 credits (200 credits for the Flexible Executive MBA Enhanced Research Component option)

an overall average of 58% or more over 180 credits and marks of 60% in at least 90 credits (For Enhanced Research Component option, this would be 200 credits and 100 credits respectively.)

For Postgraduate Diploma

The following conditions must be satisfied for the award of a Postgraduate Diploma:

1. A mark of at least 50% for every module. The Postgraduate Diploma comprises 120 credits.

In addition to the threshold conditions for the award of a Postgraduate Diploma, the following further conditions must be satisfied for a classification of Distinction or Merit:

Distinction

An overall weighted average of 70% or more over 120 credits

OR

an overall weighted average of 68% or more over 120 credits and marks of 70% in at least 60 credits

Merit

An overall weighted average of 60% or more over 120 credits

OR

an overall average of 58% or more over 120 credits and marks of 60% in at least 60 credits

For Postgraduate Certificate

The following conditions must be satisfied for the award of a Postgraduate Certificate:

1. A mark of at least 50% for every module. The Postgraduate Certificate comprises 60 credits.

Details of the classification method is given in detail in the [Assessment Handbook](#) under:

- Section 19: Awards: Postgraduate Master's, Postgraduate Diploma, Postgraduate Certificate

Please note that there may be a specific version for your year of entry.

Additional costs of the programme

Electronic copies of required textbooks are provided within the Canvas portal to support each module. Should students wish to have a physical copy of a textbook they will need to purchase this at their own cost.

A range of resources to support your curriculum, including textbooks, electronic resources and computer facilities, are available through the University Central Library and the Henley Business School Library.

Printing and photocopying facilities are available on campus at a cost per A4 page of £0.05 (black and white) and £0.30 (colour). Essential costs in this area will be low as most coursework is submitted electronically.

Students are expected to fund any travel costs to attend workshops including overnight accommodation as required.

Costs are indicative and may vary according to optional modules chosen and are subject to inflation and other price fluctuations. Estimates were calculated in 2026.

Students may consider purchasing a laptop to help support their learning. Information on recommended device specifications can be found on the [DTS Student Hub](#).

For further information about your Programme please refer to the Programme Handbook and the relevant module descriptions, which are available at

<http://www.reading.ac.uk/module/>. The Programme Handbook and the relevant module descriptions do not form part of your Terms and Conditions with the University of Reading.

Flexible Executive MBA (Henley based) (part-time) for students entering in session 2027/28
21 July 2026

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