

Programme Specification

Master of Business Administration Prog7 (UK-based Executive) Modular PPTZHB MBA7FM

Master of Business Administration Prog7 (Nordic Executive) Modular PPTZNS MBA7FM

Master of Business Administration Prog7 (South Africa Executive) Modular PPTZS MBA7FM

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	Master of Business Administration Prog7 (UK-based Executive) Modular - 24 months Master of Business Administration Prog7 (Nordic Executive) Modular - 24 months Master of Business Administration Prog7 (South Africa Executive) Modular - 24 months
Accreditation	Association to Advance Collegiate Schools of Business (AACSB) Association of MBAs (AMBA) EFMD Quality Improvement System (EQUIS) Association of African Business Schools (AABS) – South Africa
Programme Start Dates	October
QAA Subject Benchmarking Group	Business and Management

Programme information and content

Summary of programme aims

The Henley Executive MBA programme aims to prepare students for senior leadership positions in organisations 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 programme members develop their management capabilities, their capability to work in and to lead teams in different situations, and their capacity for and commitment to continuous learning.
5. Integrating theory and practice by applied and experiential learning and an approach to assessment involving work-based assignments, live projects and a research-based management challenge that combines academic rigour with practitioner relevance.

Transferable skills

The Henley MBA aims to develop the following skills throughout the Programme:

1. To conduct rigorous and relevant research and analysis into business and management issues
2. To develop skills in creative and critical thinking including analytical thinking, the ability to synthesise information and the ability to analyse quantitative and qualitative data
3. To develop skills in managerial communication including listening, influencing others and in using oral and written communication in a wide range of contexts and using a range of media
4. To work collaboratively and effectively in a group both as team leader and team member
5. To demonstrate self-awareness as an independent, reflective and self-critical learner in a wide range of learning contexts and to be able to apply learning to new situations
6. To develop capabilities to integrate knowledge and information across different internal and external business contexts.

Programme Learning Outcomes

-Master of Business Administration Prog7 (UK-based Executive) Modular

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.
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	Critically apply your specialised knowledge, within the context of international environments, with respect to organisational reputation, stakeholder relations and internationalising, through real-life consultancy projects for emerging businesses and not-for-profit organisations, further developing your skills in critical thinking, problem-solving and communication.

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			
The programme comprises 180 credits (United Kingdom and Finland) and 200 credits (South Africa)*, allocated across a range of compulsory and optional modules as shown below. Compulsory modules are listed.			
Compulsory modules			
Module	Name	Credits	Level
MNM1G001	Personal Development 1	10	M
MNM1G003	Managing Financial Resources	20	M
MNM1G004	Managing People	15	M
MNM1G005	Managing Processes & Systems in a Digital World	15	M
MNM2G005	International Business	15	M
MNM2G006	Strategy	15	M
MNM2G007	Strategic Marketing	15	M

MNM2G008	Reputation and Responsibility	15	M
MNM2G009	Personal Development 2	0	M
MNM3G010	Leadership and Change	10	M
MNM3G012	Research Skills (MRC Proposal)	0	M
MNM3G013	Personal Development 3	0	M
MNM3G014	Management Research Challenge	40	M
MNM3G025	Management Research Challenge (SA)	60	M

* 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.

Module	Name	Credits	Level
MNM3G011A	Elective choice A – module	10	M
	OR		
MNM3G011B	Elective choice B – International Study Visit* subject to availability		

The Executive MBA programme is structured into three stages, each worth 60 credits (except for South Africa, where Stage 3 is worth 80 credits due to the Enhanced Research Component). It consists of 11 credit bearing modules and 3 non-credit bearing modules and they are all compulsory.

During Stage 3 of the programme students will be required to complete one of the following Elective module choices:

MNM3G011A OR MNM3G011B

Students will also be required to complete one of the following three MNM3G014 Management Research Challenge (MRC) assessments:

- MRC choice A: Dissertation

or

- MRC choice B: Integrated Business Project

or

- MRC choice C: Capstone Project

The Executive MBA 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 students develop their management competencies by working alongside other experienced managers from a diverse range of organisations, industries and nationalities.
- It is a highly participative programme, which combines personal learning and collaborative group working and learning in both the teaching and assessment processes. Students are supported in their learning by both a subject tutor and by a dedicated academic tutor and also receive personal developmental coaching alongside the delivery of the MBA.
- Students are encouraged to think strategically about business and management in a global context and immersive courses provide opportunities to work alongside local organisations in different international contexts.

Part-time or flexible modular arrangements

There are no flexible modular arrangements on this programme.

Placement opportunities

There are no placement opportunities on this programme.

Study abroad opportunities

There are no study abroad opportunities on this programme.

Optional modules

The optional modules available can vary from year to year. An indicative list of the range of optional modules for your programme can be found online in the Course Catalogue. Details of optional modules for each part, including any additional costs associated with the optional modules, will be made available to you prior to the beginning of the Part in which they are to be taken and you will be given an opportunity to express interest in the optional modules that you would like to take. Entry to optional modules will be at the discretion of the University and subject to availability and may be subject to pre-requisites, such as completion of another module. Although the University tries to ensure you are able to take the optional modules in which you have expressed interest this cannot be guaranteed.

Teaching and learning delivery

The following learning methods are normally 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, using online resources via our VLE platform
- Research
- Collaborative learning
- Case studies

- Problem-based learning
- International learning opportunities
- Experiential learning via live projects
- Debates
- Simulations

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 478 hours over 24 months. 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.

Compulsory attendance at workshops is expected, unless absence is agreed with the Programme Director. Engagement with the facilitated virtual learning is required since it is the backbone of the learning process for the Henley Executive MBA whilst also providing a supportive atmosphere for the working participant. On-line learning resources extend the classroom 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 case examples from industry and individual organisations. On-line resources will be made available at the start of a module. To get full value from face-to-face events, students are directed to undertake study activities and/or group work in preparation for the face-to-face workshop. Following the workshop the VLE provides structured guidance to facilitate further learning and completion of the assessment requirements for each module.

*N.B.2000 study hours for South Africa students

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, EQUIS, AABS (South Africa)

Assessment

The programme will be assessed through a combination of individual and group coursework, written examinations, presentations and other forms of formative and summative assessments. Further information is contained in the individual module descriptions.

Progression

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 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 extenuating 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 extenuating 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.

Classification

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

For Master's Degree

The following conditions must be satisfied for the award of a Master's degree:

Award of a Master's degree

(i) a mark of at least 50% for every module. The programme comprises 180 credits, except for the Executive MBA – Global - 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 Executive MBA – Global - 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 Executive MBA – Global - Enhanced Research Component option)

OR

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:

Award of a Postgraduate Diploma

(i) 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:

Award of a Postgraduate Certificate

- (i) 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

The programme includes a number of compulsory international learning activities which will be included within your tuition fees. Fees do not include flights, visas for the overseas workshops/study visits, airport transfers or domestic flights within your own country to any of these activities. This additional cost is estimated as follows:

Travelling within Europe, return economy flights £300

Travelling from Europe internationally, return economy flights £700

Students residing in South Africa; flights from South Africa to European locations may be charged at different rates

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.

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