

UNIVERSITY OF OXFORD

Saïd Business School

Programme Specification for the Masters in Business Administration

This specification provides a concise summary of the main features of the programme and the learning outcomes that a typical student might reasonably be expected to achieve and demonstrate if he/she takes full advantage of the learning opportunities that are provided. More detailed information on the content and teaching, learning and assessment methods of each course can be found in the course handbook online at www.sbs.ox.ac.uk

1. Awarding institution	University of Oxford
2. Teaching institution	University of Oxford
3. Programme accredited by	Association of MBAs
4. Final award	Masters in Business Administration
5. Programme title	MBA
6. UCAS code	n/a
7. Relevant subject benchmark statement	Masters in Business Administration
8. Date of programme specification	August 2012

9. Educational aims of the programme

- The study of organizations, their management and the changing external environment in which they operate.
- Preparation for and development of a career in business and management.
- Enhancement of lifelong learning skills and personal development to contribute to society at large.
- Produce MBA graduates equipped to integrate a range of functional skills and specialisms.
- Continue to attract outstanding students of all races and backgrounds, gender or physical disability, worldwide.
- Develop new areas of teaching in response to the advancement of management research and the needs of the global business community.

10. Programme outcomes

An MBA degree is a global product, and its learning outcomes are to some extent set by a global marketplace for MBA candidates and their potential employers. Therefore, the Oxford MBA is accredited by the Association of MBAs (AMBA) and features in external assessment vehicles such as the *Financial Times*' listing of MBA courses, in which the Oxford MBA course has been placed among the top MBA programmes in the world. The learning outcomes from the MBA at Oxford reflect both the QAA *Benchmark Statement for Master's Awards in Business and Management* and the expectations of a competitive global marketplace for its graduates. The *Benchmark* refers to the understanding of the external context of management at local, national, and international levels. At Oxford we have a very international group of MBA students, and the

international dimension is emphasised in several of the learning outcomes, and reflected in much of the core course materials. But the students also interact with local and national business, often through guest speakers and projects.

Equally the aim of balancing analytical, cognitive skills with practical, applicable knowledge is achieved through a mix of these types of outcomes. Thus we describe the MBA as a 'generalist degree, expecting all students to be able to integrate a range of functional skills' and 'designed to be intellectually challenging and practically relevant'. The practical, applied aspect of the course is a key element for recruiters, and is delivered during sustained periods of project and consultancy work.

The MBA provides an analytical and integrated study of business and management, which results in an understanding of organizations, how they are managed and the external environment within which they operate. The study of organizations should result in an understanding of their purpose, structure, operations, management and governance. Students should be equipped with a thorough understanding of the processes, procedures and practices for effective management of organizations. They should understand the important theories, models, frameworks of analysis and roles of management. Students studying the MBA should also understand how organizations are influenced by the external environment, in particular the institutional framework within which they operate (including legal, political and ethical consideration), and the influence of economic, technological, and environmental factors on the strategy, behaviour and management of organizations.

Within this general framework, we expect students to be able to show understanding of customers, markets, human resources, operations, innovation, entrepreneurship, information systems, finance, business ethics, business strategy and the economic and political environment.

The MBA is a generalist degree, expecting all students to be able to integrate a range of functional skills. The programme is designed to be both intellectually challenging and practically relevant, equipping students with essential skills and allowing them to specialise and then pursue these specialisms through a variety of electives and business projects. The objective is to prepare students for fast-track careers.

A. Students will develop a knowledge and understanding of:

- *Required Courses.* Students develop knowledge and understanding of a broad range of core management disciplines:

Decision & Data Analytics, Finance I, Financial Reporting, Managerial Economics, Marketing, Operations Management, Developing Effective Managers, Strategy

- *Core Electives.* Students build on the core knowledge gained in the first term through a series of core electives. The following courses were offered in 2012:

Branding and Communications, Finance II, Global Strategy, Macroeconomics, Strategy and Innovation, Rethinking Business

- *Electives.* Students have the opportunity to gain more in-depth knowledge and understanding of specialist areas by taking 5 electives. The elective

courses vary each year and the available courses are published at the start of the second term. Trinity term electives offered in 2012 were:

Asset Management, Capital Raising, Corporate Turnaround, Corporate Valuation, Customer Insights, Design for Innovation and Change, Financial Management, Fixed Income & Derivatives, Entrepreneurial Finance, International Financial Management, Managing Complexity, Mergers and Acquisitions, Private Equity, Real Estate, Reputation and Leadership, Retailing, Social Finance, Social Innovations and Marketing for Change, Software Entrepreneurship, The New Psychology of Marketing, Theory & Practice of Strategic Negotiation.

- *Entrepreneurship*. All students submit an Entrepreneurship Project which gives them first hand experience of planning all aspects of a new business venture.
- *Consulting Experience*. Students may choose to gain experience of a Strategic Consulting Project within a sponsoring company, over an 8 week period, or
- *Thesis*. An individual academic thesis of not more than 12,000 words, or
- *Summer Electives*. Students may choose to take two further summer elective courses in place of the Strategic Consulting Project or Thesis.
- *September Courses*. Only those students taking approved internships will be allowed to take the September courses. Proof of internship commitment will be required.

Related teaching/learning methods and strategies

Each course is taught intensively with 24 contact hours split between case studies and lectures. Highly interactive lectures require significant preparation before class. The student is encouraged to undertake independent reading both to supplement and consolidate what is being taught and to broaden their individual knowledge and understanding of the subject.

Students work in study groups, which facilitate collaborative learning. Many classes require presentations by students of their analysis of pre-designated work/case studies. Online individual access to essential readings and a range of material from academic and business sources is provided for each course. In addition, students are expected to make use of the wide range of business research tools made available through the SBS online library resources, including company reports, financial market data, academic and practitioner articles. Students are regularly given problem sets, which allow them and their lecturers to assess learning. Extra classes are offered in quantitative subjects, and one-on-one help is available through 'office hours'.

Assessment

- The assessment regime is a flexible combination of final examinations, group and individual assignments, and practical work, subject to the constraint that at least 60% of marks should be allocated on an individual basis, and that not more than 20% is allocated to practical work. Teachers

are encouraged to tailor assessment methods to most effectively achieve the desired learning outcomes. Assessment is performed at the end of each course. Students who fail to achieve the required standard have an opportunity to retake/resubmit the assessments the following term.

- Integration of knowledge across functional areas is encouraged through the integrative nature of the Entrepreneurship Project and the Strategic Consulting Project.
- Students are required to make regular presentations to teachers, examiners, and business practitioners, and, in some courses, these would be a required part of the assessment.

B. Skills and other attributes

I. *Intellectual skills.* The intellectual skills that a student will have the opportunity to acquire during the course are the following:

- Analytical and research skills
- Quantitative skills
- Qualitative skills

The teaching/ learning methods and strategies used to enable the students to gain the above skills are:

- Lectures and Classes
- Problem sets
- Case-study preparation and discussion
- Student presentations
- Individual consultations with faculty

II. *Practical and Transferable skills.* The MBA makes no distinction between practical and transferable skills, given the nature of the programme. Skills acquired are:

- Leadership
- Business communication, presentation and report writing skills
- Group working/team building
- Negotiation skills
- Critical analysis
- A range of skills in research/IT
- Resource and time management skills
- Development of autonomous learning
- Academic report writing

The above skills are directly encouraged and developed during academic teaching. Interpersonal, team working and presentation skills are particularly tested through the Entrepreneurship Project and the Strategic Consulting Project, which both require group reports.

11. Programme structures and features

The programme is offered as a one-year full time course. There are eight core courses (see 10A), six of which are taught and examined in the first term, two in the second term, plus two core electives, and five Trinity Term electives. In addition to core course teaching, the Entrepreneurship Project is undertaken, in teams, during the second term. The Strategic Consulting Project, the Individual Academic Thesis, two Summer Electives, or two September courses (for those taking an approved internship) are undertaken during the summer, with submission dates in September (for the Project or Thesis).

12. Support for students and their learning

From admission through to the end of the course, admissions, course administration, and other support services staff stay in close contact with the students, offering assistance, guidance and advice in all areas.

Induction

Newly accepted students immediately become part of the MBA community. Prior to the students' arrival in Oxford, the Incoming MBA Students' website offers them access to all support services, staff and relevant course information. The mentoring scheme is also effective in this respect and matches individual incoming students with individual current students, facilitating a wide and varied exchange of information, ideas, and experience. Incoming students can also be put in contact with alumni members. They receive invitations to attend MBA and OBA events, regular e-updates and a biannual magazine.

Saïd Business School holds an intensive induction programme during which time the MBA Director presents the course, assessment process, academic standards etc. The heads of the support service departments arrange information sessions and/or workshops.

Course Organisation and Learning Support

The course organisation is described in the MBA brochure, the Incoming Students' website, the electronic course handbook, and in more detail in course outlines and reading lists.

During the first term MBA students are divided into study groups. When forming groups, students' nationality, gender and employment background are taken into account. Each student has an Academic Supervisor, access to an Entrepreneurship Project Advisor, and a Strategic Consulting Project or Thesis Advisor where appropriate. The Academic Supervisor completes a progress report at the end of each term via the online Graduate Supervision System (GSS) and on which the student is also able to comment and raise issues.

Students experiencing any problems are asked to discuss them with their Academic Supervisor, subject lecturers, and/or the MBA Director. They will be advised and offered extra tuition or set specific work if necessary.

Pastoral Care

In Oxford, colleges provide most pastoral care. This includes an individual College Advisor responsible for the general welfare of an individual student and a general Tutor for Graduates, or a Senior Tutor, who is responsible for the collective welfare of a college's graduate students.

All students can meet with the MBA Director or Head of Degree Programmes to discuss any problems. The administration team is service oriented and will help whenever possible. The School also runs a Peer Support Programme, which is designed to train a group of MBA students in basic listening skills so that they can provide support to those of their peers experiencing difficulties.

The University has a counselling service, which offers assistance with personal, emotional, social and academic problems.

Library and Information Services

The Sainsbury Library offers a modern and attractive study area and an innovative information support service with a strong emphasis on electronic resources and delivery.

It comprises of two spacious floors, both of which are wireless-enabled, as well as an array of networked study desks, PCs, copiers and printers. The busy Lower Reading Room contains copies of books and articles on reading lists, and may be used for quiet talking and group work, while the Upper Reading Room is dedicated to quiet study and research and houses the research collections, as well as generous study space.

In addition to the print collection, the library provides a dedicated gateway to a rich and powerful collection of electronic resources accessible from the School's Intranet which includes access to business databases, financial and economic data, industry and market research reports, e-journals, e-books, and course reading lists with direct links to online readings. The library's web portal also provides a seamless gateway to the thousands of additional information products provided by the combined libraries that form the renowned Bodleian Libraries at Oxford University.

The library gateway and its databases are accessible to students from anywhere in the world. Experienced library staff are available for in-depth help with finding and using more complex information sources for research, course projects and theses, as well as general advice and information support.

A tutorial on using the library and IT facilities will be provided at the induction sessions.

Information Technology

Saïd Business School has a staffed IT Helpdesk, a modern network with wireless access and generous access facilities. Through the School's systems, students can access:

- Course material including timetables, reading lists, lecture notes, examination preparation, seminars, projects and other course-specific information.
- The rich and powerful collection of electronic resources outlined above.
- Careers site with news, events and employment information.
- Links and guidelines for computer usage, email, network status, search engines, telephone/email lists, maps, news, local information, etc.
- Links to relevant websites including the SBS external website, the OBA website.

Students also have the use of IT facilities provided by their College, and those provided by the University IT Services. Visit <http://www.it.ox.ac.uk/>.

Career Skills

The Careers Centre provides the core careers research and information facility for students at Saïd Business School. The Centre provides students with support for their job search, interview preparation and career development planning. Students and staff from the Centre use a system known as CareerConnect to coordinate all career-related activities and to host relevant information relating to individual employers, industries and key aspects of a student's job search, such as CV writing, cover letter preparation etc. An audio-visual facility within the Centre is also available for student use, for example with interview training and video conferencing.

Oxford Business Alumni Network

Overseen by the Alumni Relations Office, the OBA Network is the Saïd Business School, University of Oxford's official global business alumni network. Launched in 1998, the OBA Network brings together individuals who share a common interest in business, ensuring an active network of emotionally and intellectually engaged alumni who support and further the School's vision, and serve as proud ambassadors around the globe.

The OBA Network continues to expand and now boasts more than 10,000 members, comprised of School degree programme alumni, current School post-graduate degree programme students, University of Oxford alumni interested in business and qualifying Executive Education participants. The OBA Network membership is very diverse and international, with members living in 129 countries throughout the world. Students automatically become eligible for OBA Network membership as soon as they matriculate.

Oxford Business Networks

The Alumni Relations Office oversees the Oxford Business Networks, which sit within the framework of the overarching OBA Network. The Networks comprise not only industry-specific groups, but also interest-specific and geographic-specific groups. They are student-led committees and include alumni interested in the particular focus of each network or group.

Oxford Business Networks are groups for students, academia and professionals. They exist to promote the exchange of ideas and knowledge surrounding an industry, interest or large geographic area, as well as create opportunities for worldwide relationship building and information sharing. A set number of 16 Networks will be run annually by the students. They are:

- Oxford Business Network for Africa
- Oxford Business Network for Asia Pacific
- Oxford Business Network for Consumer and Marketing
- Oxford Business Network for Design Innovation
- Oxford Business Network for Energy and Resources
- Oxford Business Network for Entrepreneurship
- Oxford Business Network for Finance
- Oxford Business Network for Latin America
- Oxford Business Network for Management Consulting
- Oxford Business Network for Technology and Media

- Oxford Business Network for the Middle East
- Oxford Business Network for Healthcare and Pharmaceuticals
- Oxford Business Network for Private Equity
- Oxford Business Network for Real Estate
- Oxford Business Network for Social Impact
- Oxford Business Network for Women's Leadership

Nominations and elections will be held for the position of student Chair for each Network. Private Equity, Finance, Management Consulting, Social Impact and Entrepreneurship Network are strategic to the School, therefore the nominees for these Networks particular will have their nominations endorsed by the School

Language Learning Resources

The University Language Centre provides resources and services for all students who need foreign languages for their study, research or personal interest. They offer a mixture of paid and free language courses in ten foreign languages and English. The Language Library (and archives) holds materials in about 140 languages as printed material, sound recordings, video recordings, off-air recordings, foreign language films, periodicals, pamphlets, multimedia, electronic and online resources. The collection is constantly expanding as students and staff request materials in new languages for their study or research. The Centre's Study Area (computer-based learning resources and audio/video study rooms) is available to students. Visit <http://www.lang.ox.ac.uk/>.

13. Criteria for admission

Saïd Business School operates a staged admissions process. Applications are considered in accordance with published application, interview, and decision dates. To be considered for a place on the Oxford MBA, candidates must be able to demonstrate the following:

Intellectual ability

A good undergraduate degree or equivalent is required. Applicants who do not hold such a qualification may be considered if they have a very strong employment record which demonstrates a high degree of responsibility.

All candidates are required to take the GMAT test. Our 2011-12 class average was 691. A high score does not guarantee a place, nor does a lower score automatically disqualify an application. However, as several of the programme's core courses require a high level of quantitative and analytical skills we do look for evidence of these in GMAT results.

Professional experience and management potential

Oxford MBA students on average have 6 years of work experience. An important component of the programme's success is the contribution made from their diverse career paths. Whilst most of our students have more than three years experience, we do consider those with less work experience who are able to demonstrate a high level of maturity, combined with evidence of leadership ability.

Team Skills

The ability to work effectively in multi cultural groups is a key component of the MBA programme, which is particularly assessed through team projects, The Entrepreneurship and Strategic Consulting Projects. We are therefore looking for candidates who can effectively demonstrate their willingness to be effective team players.

International exposure

The Oxford MBA class is highly international with more than 50 nationalities represented. A high proportion have already studied or worked outside their native country, and most speak more than one language. We seek students who are culturally sensitive and actively want international exposure.

Ability to contribute to the Oxford MBA Experience

We seek students who will actively contribute to the programme by sharing their views, experiences and skills. We look for maturity, a high degree of motivation and strong interpersonal and communication skills. The programme is taught in English. Candidates for whom English is not their first language are required to take either the TOEFL or IELTS tests.

Applications

Candidates can apply online, via the SBS website: <https://app.applyyourself.com/?id=ox-sbs>. There is a non-returnable fee of £150 for submitting applications.

Open events in Oxford and overseas

SBS runs a series of open events at the School and overseas throughout the year. SBS strongly encourages all applicants to attend one of these events. Where possible, interviews are combined with open event sessions.

Alumni contacts

The SBS MBA Alumni Ambassadors Scheme places applicants in touch with recent alumni from their home country. MBA alumni are very happy to answer any questions incoming students may have about the MBA Programme and Oxford. Further information is obtainable via email: mba-enquiries@sbs.ox.ac.uk

Colleges

All Oxford students are members of both the University and a college. There are, therefore, two stages to the admissions process: the first is acceptance by SBS, the second by an individual college. However, it is not necessary to send a separate application to colleges. Candidates are asked to state the college for which they wish to be considered once they have been admitted into the Oxford MBA. Applications will be forwarded to the chosen college once the deposit to reserve a place in the MBA has been paid by the candidate. For details of colleges, applicants should consult the University's Graduate Prospectus, available on-line at www.admin.ox.ac.uk/gsp/ or visit the colleges section of the SBS website.

Interviews

Selected applicants who meet the entry criteria are interviewed. Those who are able to come to Oxford have a personal interview with a member of faculty, a sector consultant or a senior member of staff. Some interviews also take place

overseas. Those unable to have a face-to-face interview are interviewed by telephone. Interviewers' reports are considered by the MBA Committee, a decision is reached, and the candidate is informed.

Fees

The course fee for the Oxford MBA for 2013-14 is £41,000 and the college fee is in the region of £3,150. Applicants who are offered and accept a place are asked to pay a non-refundable deposit of £6,150 immediately, which is offset against the course fee. Students should also budget for the following expenses: a minimum of £13,150 for living expenses; stationery; field-work expenses; course materials; travel to and from Oxford. The fee includes life membership of the School's alumni association, Oxford Business Alumni (OBA).

Financial Assistance

A range of SBS scholarships and financial assistance is open to MBA students, some of which are linked to particular countries or regions. Colleges as well as the University offer a variety of financial assistance. Full details are available on the SBS website.

14. Methods for evaluating and improving the quality and standards of learning

The Social Sciences Divisional Board has formal responsibility for the maintenance of educational quality and standards in its broad subject area. At departmental level, the MBA Committee, reporting to the Executive Committee of the School, oversees the arrangements for the course, approves changes to course content and/or structure.

Comments from External Examiners

The External Examiners see all papers at the draft stage, monitor the marking and final decision process, and submit written reports. The External Examiners' Reports are discussed by the MBA Committee and are then passed to the Divisional Board and thence to the University's Education Committee (EdC). Viable recommendations are included in proposed new regulations and implemented.

Student feedback

Student feedback on all components of the programme is taken seriously. The aim is to encourage positive and constructive involvement, and to facilitate discussion and effective management and resolution of issues. Student feedback is vital to the ongoing planning and development of the programme.

All areas of student representation are dealt with and managed by the MBA Student Advisory Board. Representatives of the Student Advisory Board meet informally with the MBA Director and, or the Head of Degree Programmes. Student Advisory Board representatives also sit on the MBA Committee, which meets twice a term, and the Joint Student Consultative Committee, which is a forum for students to discuss and resolve issues of a non-academic nature with key personnel of the School.

Students are invited to provide termly feedback on the lectures and programme via electronic surveys. The results of these are considered by the MBA Director, who discusses them, in particular with individual teachers, and in general with subject groups and the MBA Committee.

Employment/Career data

SBS monitors employment success rates very carefully and has achieved excellent results.

AMBA Accreditation

The Saïd Business School is accredited by AMBA (Association of MBAs) on a five-yearly basis and the recommendations of its review panel inform the future planning of the programme.

15. Regulation of assessment

1. Components of the Degree

The MBA consists of three elements:

	Credits
1. 8 core courses	8 [1 per course]
2. Entrepreneurship project	2
3. 9 electives, or 7 electives plus SCP or Individual Academic Thesis*	9 [1 per course]

* Both the SCP and Individual Academic Thesis attract 2 credits

Candidates are required to take all assessments for the courses for which they are registered.

The MBA is awarded to candidates who

- (i) Achieve at least 17 credits
- (ii) Pass at least 7 core courses
- (iii) Pass the Entrepreneurship project
- (iv) Pass at least 8 electives, or 6 electives plus SCP/thesis

2. Marking Conventions

Distinction level:

80-100	Superb work
75-79	Excellent work
70-74	Fine work

Pass level:

65-69	Strong pass
55-64	Good pass
50-54	Pass *see paragraph B (note the 40% minimum mark required for individual formal coursework and formal examinations)

Fail:

40-49	Marginal fail
0-39	Outright fail

Adjustments to the above marking convention may be required in response to the distribution of marks on these papers.

- A. All examination papers (including project reports) will normally be double marked. Examination papers capable of model quantitative solutions will be single marked and subject to an administrative check. Practical work will be set and assessed by course teachers, subject to approval of the process and content, by the MBA Committee and the MBA Examiners.
- B. Credits are earned for all courses and projects on which an overall mark of at least 50% is achieved and a minimum of 40% is achieved on individual formal coursework (in aggregate) and examinations. All marks for courses and projects will appear on transcripts (including failing marks). There is no compensation between courses for failing marks.

- C. Candidates are permitted (but not required) to re-sit a failed assessment on any course on which they failed to obtain an overall mark of 50 (or where they fail to obtain a mark of 40 on an individual coursework or examination component). In any such case, any passing mark for the re-sat component will be capped at 50%. Candidates shall have the opportunity to re-sit an assessment only once, at the point at which the re-sit is first offered. Normally the re-sit for a failed examination will be a new examination paper and the re-sit for a failed coursework assignment will be a new assignment. The re-sit for failed Practical Work may be a special examination or a different assignment, at the discretion of the teacher. The re-sit for the SCP, EP or Thesis will normally be a revised piece of work on the same topic. An exception to the above applies to elective courses shared with the MFE; in these cases the MFE rules, whereby all re-sits may take the form of an examination, will apply (see MFE Assessment Regime).
- D. Re-sits or resubmissions of assessed course components must take place by the end of the term following the original fail for Michaelmas and Hilary term courses. Resubmissions of Trinity term fails must take place by the end of September of the same year. Resubmissions of the SCP/Thesis, originally submitted in September, must take place by the start of the following Hilary term. The re-submitted SCP/Thesis, originally submitted in December, will be re-examined in September of the following year.
- E. Courses may be assessed by examination, individual assignment, group assignment, and practical work, subject to three constraints. First, at least 60% of marks in any core or elective course (with the exception of project reports) must be assigned to individual work. Second, a maximum of 20% of the marks can be assigned to practical work. Third, multiple choice questions in examinations should normally be limited to a maximum of 20% of the examination mark.
- F. A statement must be submitted with all individual written assignments and the thesis declaring that the work is that of the individual candidate. In the case of group assignments, and SCP, a statement must be submitted declaring that each student has contributed significantly and proportionately to the work. All materials taken from published or transmitted sources must be clearly referenced by standard academic methods such that the Examiners will be able to trace the sources without difficulty.
- G. Where, for whatever reason, a candidate is unable to join or rejoin a study or assignment group, the Examiners may at their discretion accept an individual submission or resubmission for assessment according to the same standards.
- H. (a) Late submission of formal coursework assignments (individual and group), projects and theses may, if the Proctors so authorise, be penalised, depending on the circumstances, by a deduction of between 5 and 20 % of the original mark . Any action taken will be reviewed at the appropriate examiners' end of term meeting.
- (b) Late submission of practical work will be penalised by reducing the original mark by the following percentages:
- 0-15 minutes: deduction of 5%
 - 15-30 minutes: deduction of 10%
 - 30-60 minutes: deduction of 25%

More than 60 minutes late: 0 marks (Any such penalty will be reviewed at the appropriate examiners' end of term meeting).

- I. (a) Non-submission of electronically uploaded practical work will normally be penalised with a mark of 0 (zero).

(b) Non-submission of formal coursework, assignments, projects and theses (individual and group) will be reported to the University's Proctors and may (at the Proctors' discretion) result in the student being failed for the whole of that term's work. In such cases, the candidate will, if the Proctors so authorise, be given the right to re-sit the appropriate assessment.
- J. Where a coursework assignment has a set maximum word length, a fixed penalty of 10% will be deducted from the original mark for not including the word length. Any such action taken will be reported to the next Examiners meeting. The Examiners also reserve the right to impose a penalty of between a 5 and 20 % reduction in the original mark where a stated word limit is seriously exceeded.
- K. The Examiners, at their discretion, may award Distinctions to candidates for excellence in the MBA course. Distinctions normally accrue to candidates achieving an average mark for the course as a whole of at least 65, with marks of 70 or more across six separate courses and no confirmed course fails. In awarding distinctions each separate core or elective course is treated as worth one course, including the Entrepreneurial Project. The SCP and the Individual Academic Thesis count as 2 courses each.
- L. In the event that an element of assessment is deemed to be null and void, a candidate will be required to re-sit or re-take that component, notwithstanding that the candidate has achieved the credits and passes required for the award of the MBA/EMBA.
- M. Examiners should never be approached directly by candidates or by supervisors acting on their behalf.
- N. Marks will be reported to candidates' colleges and to supervisors as soon as possible after the relevant Examiners' meeting.
- O. Re-scaling of marks is not normally considered unless the marks of an individual assessor or examiner are outside the range of variation recommended by the University's Educational Policy and Standards Committee and there is no acceptable explanation for the divergence.
- P. The Examiners may choose to examine any candidate or group viva voce.
- Q. Candidates requiring special arrangements for the examinations for reasons of illness or disability must make prior application, via their College Office, to the Proctors' Office. The Proctors' rules concerning arrangements in cases of illness, disability, etc are detailed in the Examination Regulations (Grey Book) and in the Proctors' Memorandum. Subject to the provisions given in these notes, a candidate who fails to appear at the time and place appointed for an examination or fails to submit a coursework assignment, project or thesis without the written agreement of the Proctors' Office shall be deemed to have withdrawn from the MBA and may therefore be failed for all assessed work over all courses for the term in question.

16. Indicators of quality and standards

- In the Financial Times' Global MBA ranking (January 2012), Saïd Business School's MBA programme is ranked twentieth in the world.
- In terms of research, Saïd Business School is assessed as part of the UK Research Assessment Exercise. In the most recent assessment (2008), 70 percent of the School's research activity was rated 4* or 3* (quality that is world-leading or internationally excellent in terms of originality, significance and rigour).
- The MBA has been AMBA (Association of MBAs) accredited since 1998, re-accredited most recently in 2009.
- Other important indicators of the quality of the students and programme include employers' enthusiasm for recruiting MBA students. Saïd Business School monitors employment success rates very carefully and has achieved excellent results.
- Finally, Saïd Business School and the University consider reports from External Examiners on a regular basis and implement suggestions on review.