CURRICULUM DOCUMENT

QUALIFICATION:

MASTER OF BUSINESS ADMINISTRATION (Level 7, *90 ECTS*)

EXIT QUALIFICATION:

*POSTGRADUATE CERTIFICATE IN BUSINESS ADMINISTRATION (*Level 6, *30 ECTS)*

*POSTGRADUATE DIPLOMA IN BUSINESS ADMINISTRATION (*Level 6, *60 ECTS)*

EAI/2024/241004

Approved by the Malta Further and Higher Education Authority (MFHEA)

Approved by the Senate on February 13, 2025

Euro American Institute

AGORA BUSINESS CENTRE LEVEL 2
TRIQ IL- WIED TA' L-IMSIDA
MSIDA, MSD 9020, Malta
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PROGRAMME SPECIFICS

Title Of The Qualification/ Award

Master of Business Administration (MBA)

MQF Level

MQF Level 7, 90 ECTS.

Programme Duration

Full- Time: 1.5 Years, Part time: 3 Years.

Total Learning Hours

2250 Hours.

Language/S Of Instruction Of Programmes

English.

Exit Awards/Qualifications

These exit points offer flexibility and formal recognition at various stages of the MBA programme, supporting students in reaching their career and educational objectives, even if they do not complete the full MBA degree.

- ***Postgraduate Certificate in Business Administration (Level 6, 30 ECTS):*** *This award is given to students who complete a set of modules totalling 30 ECTS credits. The Postgraduate Certificate covers essential business topics and provides a foundational understanding of business administration. It is particularly advantageous for those looking to enhance their professional credentials or advance their careers without committing to the entire MBA programme.*
- ***Postgraduate Diploma in Business Administration (Level 6, 60 ECTS):*** *This qualification is awarded to students who complete a broader range of modules, amounting to 60 ECTS credits. The Postgraduate Diploma signifies a significant level of achievement, offering a comprehensive understanding of business concepts and practices. It is a substantial qualification for individuals aiming for higher-level management roles or seeking to deepen their expertise in business administration.*

PROGRAMME STRUCTURE

Module Title	Compulsory (C) or Elective (E)	EQF / MQF Level of each module	Mode of Teaching (Lectures, workshops, placement, asynchronous, forums, VLE, etc.)	Mode of Assessment (Examination, assignment, project, blog, etc.)
Strategic Human Resource Management	Compulsory (C)	7	Lectures, case studies, asynchronous forums and VLE	• Assignment: 50% HRM Plan • Presentation: 30% • Examination: 30%
Strategic Leadership and Management	Compulsory (C)	7	Lectures, case studies, asynchronous forums and VLE	• Assignment: 50% • Presentation: 30% • Examination: 20%
Supply Chain Planning, Modelling and Analytics	Compulsory (C)	7	Lectures, case studies, asynchronous forums and VLE	• Assignment: 50% • Presentation: 30% • Examination: 20%
Accounting & Financial Management	Compulsory (C)	7	Lectures, case studies, asynchronous forums and VLE	• Assignment: 50% • Presentation: 30% • Examination: 20%
Entrepreneurship and Innovation	Compulsory (C)	7	Lectures, case studies, asynchronous forums and VLE	• Assignment: 40% • Group Presentation: 30% • Case Study Analysis: 30%
Consumer Behaviour & Market Communications	Compulsory (C)	7	Lectures, case studies, asynchronous forums and VLE	• Presentation: 30% • Case Study Analysis: 30% • Consumer Behaviour and Marketing Survey (Group Project): 40%
Contemporary Issues and Principles of Marketing	Compulsory (C)	7	Lectures, case studies, asynchronous forums and VLE	• Presentation: 30% • Case Study Analysis: 30% • Marketing Plan Development (Group Project): 40%
Business Research Project	Compulsory (C)	7	Project and Dissertation	• Dissertation (100%)

MODULES COVERED								
Module Ref. No.	**Unit title**	**Level**	**ECTS**	**TCH**	**SPPH**	**SSH**	**AH**	**TLH**
M701	Strategic Human Resource Management	7	10	50	0	195	5	250
M702	Strategic Leadership and Management	7	10	50	0	195	5	250
M703	Supply Chain Planning, Modelling and Analytics	7	10	50	0	195	5	250
M704	Accounting & Financial Management	7	10	50	0	195	5	250
M705	Entrepreneurship and Innovation	7	10	50	0	195	5	250
M706	Consumer Behaviour and Market Communications	7	10	50	0	195	5	250
	YEAR TOTAL		**60**	**300**	**0**	**1170**	**30**	**1500**
M707	Contemporary Issues and Principles of Marketing	7	10	50	0	195	5	250
M708	Business Research Project	7	20	100	100	240	60	500
	YEAR TOTAL		**30**	**150**	**100**	**435**	**65**	**750**
MBA PROGRAMME TOTAL			**90**	**450**	**100**	**1605**	**95**	**2250**

TCH	Total Contact Hours. Contact Hours are hours invested In learning new content under the Direction of a tutor/lecturer (e.g. lectures participation in online forums, video-lectures)
SPPH	Supervised Placement and Practice Hours. (During these hours learner is supervised, coached or mentored)
SSH	Self-Study Hours. (Estimated workload of research and study)
AH	Assessment Hours (Examinations/ presentations/ group work/ projects etc.)
TLH	Total Learning Hours

Postgraduate Diploma in Business Administration (60 ECTS)*

Postgraduate Certificate in Business Administration (30 ECTS) **

MODULES COVERED								
Module Ref. No.	**Unit title**	**Level**	**ECTS**	**TCH**	**SPPH**	**SSH**	**AH**	**TLH**
M701	Strategic Human Resource Management	**7**	10	50	0	195	5	250
M702	Strategic Leadership and Management	7	10	50	0	195	5	250
M703	Supply Chain Planning, Modelling and Analytics	7	10	50	0	195	5	250
M704	Accounting & Financial Management	7	10	50	0	195	5	250
M705	Entrepreneurship and Innovation	7	10	50	0	195	5	250
M706	Consumer Behaviour and Market Communications	7	10	50	0	195	5	250
M707	Contemporary Issues and Principles of Marketing	7	10	50	0	195	5	250

TCH	Total Contact Hours. Contact Hours are hours invested In learning new content under the Direction of a tutor/lecturer (e.g. lectures participation in online forums, video-lectures)
SPPH	Supervised Placement and Practice Hours. (During these hours learner is supervised, coached or mentored)
SSH	Self-Study Hours. (Estimated workload of research and study)
AH	Assessment Hours (Examinations/ presentations/ group work/ projects etc.)
TLH	Total Learning Hours

**** A student who successfully completes any 6 courses listed in the table, accumulating a total of 60 ECTS credits, will be awarded the Postgraduate Diploma in Business Administration.***

***** A student who successfully completes any 3 courses listed in the table, accumulating a total of 30 ECTS credits, will be awarded the Postgraduate Certificate in Business Administration.***

OVERALL PROGRAMME DESCRIPTION

The Euro American Institute offers a 18-months MBA programme designed to equip students with the tools and analytical skills necessary for a successful career. The international community of faculties and alumni provides students with a global perspective in today's ever-changing economic world.

Our MBA programme is specially designed to provide you with quality education. You will benefit from advanced training in business management. Our MBA programme is developed in collaboration with many corporations across the globe. Our MBA programme fits easily into your professional life. Our MBA programmes are designed to train and prepare you to become leaders, managers, entrepreneurs or business leaders.

The Euro American Institute's 18-month Online MBA program offers a flexible yet comprehensive education tailored for professionals navigating the digital era. Delivered through a cutting-edge online platform, this program connects you with a global network of esteemed faculty and alumni, enhancing your understanding of international business dynamics and equipping you with the skills to lead in a globalised market.

Overall, Knowledge Outcomes:

1. ***In-depth Understanding of Business Disciplines:*** *Acquire advanced knowledge across key business areas such as finance, marketing, human resources, operations, and strategy, enabling them to analyses and synthesize information from multiple perspectives.*
2. ***Global Economic and Business Environment:*** *Demonstrate advanced understanding of the complexities of the global economy, international trade regulations, and the socio-political factors influencing business operations in various regions.*
3. ***Advanced Theoretical and Practical Knowledge:*** *Demonstrate mastery of both theoretical frameworks and practical tools in strategic management, financial analysis, marketing, and business innovation, allowing them to apply this knowledge in real-world scenarios.*
4. ***Research Methodologies:*** *Apply advanced research methodologies and data analysis techniques, enabling them to undertake complex business research, evaluate data critically, and produce actionable insights.*
5. ***Digital Transformation and Innovative Business Solutions:*** *Develop expertise in digital*

transformation and innovative business solutions to lead technology-driven organisational change.

6. ***Ethical Business Practices:*** *Recognize the ethical and sustainability aspects of business decisions to ensure balanced and responsible corporate practices.*

Overall Skills Outcomes:

1. ***Strategic and Analytical Thinking:*** *Think critically and analytically, applying advanced problem-solving skills to develop strategic solutions for business challenges in both local and international contexts.*
2. ***Leadership and Team Management:*** *Demonstrate leadership abilities by effectively managing teams, fostering collaboration, and guiding organizations towards achieving strategic goals. They will be able to inspire and motivate diverse teams, managing change in a fast-paced business environment.*
3. ***Business Innovation and Digital Competence:*** *Utilize digital tools and innovation management, enabling them to lead digital transformation projects and implement innovative business solutions that align with contemporary trends and technologies.*
4. ***Communication and Interpersonal Skills:*** *Develop exceptional communication skills, both written and oral, allowing them to present complex ideas clearly and influence stakeholders. They will also be able to engage in effective cross-cultural communication in a global business setting.*
5. ***Ethical Decision-Making and Corporate Responsibility:*** *Make ethical decisions by considering the broader implications for corporate social responsibility and sustainable development. They will lead with integrity, ensuring their decisions contribute positively to society and the environment.*
6. ***Entrepreneurial and Innovation-Driven Competence:*** *Foster innovation and entrepreneurship within an organization, leveraging creativity to drive business growth and transformation, particularly in uncertain and competitive markets.*

Overall Competence Outcomes

1. ***Strategic Leadership and Decision-Making:*** *Lead and manage organizations effectively by applying strategic thinking, problem-solving skills, and decision-making techniques*

across various business functions.

2. ***Advanced Business Acumen:** Analyze complex business scenarios, assess risks, and propose viable solutions aligned with organisational goals.*
3. ***Global Business Perspective:** Navigate the complexities of the global business environment, understanding cultural differences, international market dynamics, and global economic trends to drive business success.*
4. ***Ethical and Social Responsibility:** Make ethical decisions by recognizing the importance of corporate social responsibility, and ensuring that their actions contribute to the sustainable development of organizations and society.*
5. ***Innovation and Entrepreneurship:** Foster innovation and entrepreneurship enabling them to create and implement new business ideas, manage change, and drive organisational growth.*
6. ***Effective Communication and Collaboration:** Exhibit advanced communication skills, both written and oral, and demonstrate the ability to collaborate with diverse teams, leading projects and initiatives with clarity and influence.*
7. ***Research and Analytical Skills:** Apply advanced research and analytical skills, allowing them to conduct business research, interpret data, and apply findings to improve business practices and inform decision-making. Learning Outcomes for Knowledge obtained at the end of the programme.*

Learning Outcomes for Knowledge obtained at the end of the programme

Upon successful completion of the Master in Business Administration (MBA) program, students will:

- *Acquire advanced, specialized knowledge of diverse business environments, understanding management processes and strategic decision-making within complex, dynamic, and unpredictable organisational contexts.*
- *Demonstrate expertise in global marketing strategies, analyzing and applying tailored approaches for different cultural and international markets, with a nuanced understanding of how cultural factors influence consumer behavior.*
- *Critically assess legal and ethical frameworks within various industries, ensuring rigorous compliance with regulatory standards and fostering a culture of integrity and*

accountability across business practices.

- *Formulate and implement advanced human capital management strategies, focusing on talent acquisition, development, and retention while addressing the challenges of fostering resilience and growth in rapidly evolving business environments.*
- *Leverage digital marketing channels and advanced audience analytics to design and execute data-driven marketing campaigns that enhance customer engagement, optimize conversion rates, and support business objectives.*
- *Conduct in-depth evaluations of operational processes, identifying inefficiencies and applying continuous improvement strategies to enhance organisational performance, agility, and innovation in the face of change.*
- *Develop strategic acumen to drive long-term sustainable growth, aligning corporate strategies with organisational goals while responding effectively to evolving industry landscapes and global trends.*
- *Evaluate and proactively manage business risks, applying advanced risk management techniques to safeguard organisational objectives, assets, and long-term sustainability in uncertain business environments.*
- *Apply advanced leadership theories and practices to real-world business challenges, employing diverse leadership styles to inspire, motivate, and manage teams effectively within complex, multicultural, and fast-changing organisational contexts.*
- *Analyze and interpret complex financial data with strategic insight, using advanced financial tools to inform decision-making, enhance organisational resilience, and support long-term business success.*
- *Apply rigorous research methodologies to generate actionable business insights, developing research frameworks tailored to specific organisational challenges and contributing original solutions to complex business problems.*
- *Critically evaluate contemporary business theories and thought leadership, integrating interdisciplinary perspectives to foster a deep understanding of current trends, innovations, and challenges in the global business landscape.*

Learning Outcomes for Skills obtained at the end of the programme

Upon successful completion of the Master of Business Administration (MBA) program,

graduates will:

- ***Apply*** *advanced business management concepts and theories to address complex real-world business challenges, demonstrating a comprehensive understanding of contemporary practices.*
- ***Evaluate*** *business opportunities and critically analyze the impact of technological developments on international business operations, using appropriate analytical tools and frameworks.*
- ***Develop*** *a sustainable business idea and model based on emerging technologies, strategically planning and managing core company processes to ensure viability and growth.*
- ***Assess*** *the viability of a sustainable business idea within a chosen market, employing advanced evaluation techniques to inform strategic decisions.*
- ***Design*** *and implement ethical, responsible, and sustainable strategies for technology-based companies, ensuring alignment with both organizational goals and broader societal impacts.*
- ***Lead*** *and manage international teams effectively in various formats, including hybrid, remote, and on-site, demonstrating advanced coordination, communication, and leadership skills.*
- ***Pitch*** *business ideas persuasively to engage partners and investors, utilizing advanced communication techniques to influence and negotiate effectively.*
- ***Apply*** *sophisticated marketing strategies to devise and execute impactful promotional campaigns tailored to targeted markets, maximizing reach and effectiveness.*
- ***Conduct*** *financial analysis using advanced techniques to evaluate the financial health of organizations and make strategic decisions that enhance organizational performance.*
- ***Demonstrate*** *superior communication skills across diverse business contexts, including the preparation of comprehensive reports and the delivery of persuasive presentations.*
- ***Utilize*** *advanced business technology tools to optimize operations, enhance decision-making, and improve customer experiences in a competitive business environment.*
- ***Incorporate*** *personal beliefs and ethical considerations into decision-making processes, taking responsibility for resolving complex issues with integrity.*
- ***Apply*** *advanced research methodologies to design and conduct rigorous business*

research projects, generating actionable insights that inform strategic business decisions.

- ***Use*** *sophisticated data analysis tools and techniques to derive insights, informing strategic decision-making processes in complex business contexts.*
- ***Prepare*** *for graduate employment, further research, or lifelong learning by developing advanced intellectual, practical, and transferable skills that are critical for success in business careers*

General Pedagogical methods used for this programme

This module will be taught through a combination of engaging lectures, interactive discussions, practical exercises, case studies, and collaborative projects. This multifaceted approach aims to provide students with a comprehensive understanding of fundamental business concepts and their real-world applications.

1. ***Lectures and Discussions:*** *Lectures will serve as the foundation for introducing key business principles, theories, and concepts. In these sessions, instructors will provide clear explanations and insights, supported by visual aids and examples. Interactive discussions will encourage students to ask questions, clarify doubts, and explore various perspectives on the topics.*
2. ***Practical Exercises and Case Studies:*** *To apply theoretical knowledge, practical exercises will be conducted, allowing students to actively engage with business scenarios. Case studies drawn from diverse industries will challenge students to analyse real-world business situations, encouraging critical thinking and problem-solving skills.*
3. ***Collaborative Projects:*** *Students will participate in collaborative projects that mimic real business scenarios. Working in teams, they will apply their learning to solve complex problems, create business plans, and develop strategic recommendations. These projects will foster teamwork, communication skills, and the ability to work effectively in a professional setting.*
4. ***Online Resources and Platforms:*** *Supplementing in-person sessions, online resources, including readings, videos, and interactive platforms, will be made available.*

DETAILED CURRICULUM

M701

Strategic Human Resource Management

Module Description

The Strategic Human Resource Management (HRM) module equips MBA students with essential skills to strategically manage human capital. It covers key HR functions such as recruitment, training, performance management, and employee relations, emphasizing the alignment of HR practices with organisational objectives to enhance overall business performance.

Learning Outcomes Competences:

At the end of the Module the learner will have acquired the responsibility and autonomy to:

- ***Formulate and implement strategic** HRM decisions that align human resource practices with organizational goals, effectively managing and transforming HR practices in complex and unpredictable business environments.*
- ***Utilize advanced problem-solving** skills to address HRM challenges, integrating interdisciplinary knowledge to devise innovative solutions for workforce planning and talent management in dynamic organizational contexts.*
- ***Lead and oversee HRM** functions by directing the development and execution of HR policies and practices, demonstrating autonomy in enhancing organizational effectiveness and employee well-being amid evolving business conditions.*
- ***Ensure ethical and culturally** sensitive HRM practices by managing inclusivity and fairness in alignment with legal standards and organizational values, contributing to the creation of a respectful and equitable workplace.*
- ***Drive innovation in HRM strategies** by introducing continuous improvements and leveraging technological advancements to enhance employee engagement and organizational culture, responding proactively to changes in the business environment.*

Knowledge:

At the end of the Module the learner will have been exposed to the following:

- ***Develop** innovative financial models to support strategic decision-making under varying economic conditions.*

- ***Conduct*** *in-depth financial analysis to identify trends, opportunities, and risks for business growth.*
- ***Create*** *and implement robust budgeting and forecasting systems to optimize resource allocation and performance measurement.*
- ***Evaluate*** *alternative funding sources and investment proposals based on strategic objectives and risk tolerance.*
- ***Apply*** *advanced Excel functionalities to develop sophisticated financial tools for strategic planning and control.*

Skills:

At the end of the Module the learner will have acquired the following skills:

- ***Develop*** *and implement advanced HRM strategies to enhance workforce productivity and organizational performance, applying specialized knowledge to address complex business contexts and drive strategic goals.*
- ***Design*** *and execute comprehensive recruitment and selection processes that attract and hire top talent, utilizing innovative approaches to meet organizational needs and reflect ethical and social responsibilities.*
- ***Create*** *and deliver targeted training programs that enhance employee skills and competencies, ensuring alignment with organizational objectives and adapting to evolving industry standards.*
- ***Manage*** *performance appraisal systems with precision to evaluate employee performance and provide constructive feedback, demonstrating leadership in diverse work environments and addressing performance challenges effectively. Utilize cutting-edge HRM technologies and tools to streamline processes and data management, improving efficiency and decision-making capabilities in human resource functions and fostering innovation in HR practices.*

Module-Specific Learner Skills

Upon completion of the module, learners will demonstrate enhanced abilities in

- *Analytical skills in financial statement analysis and ratio interpretation, developed* through practical applications and case studies.

- *Develop and implement HR strategies aligned with organisational goals to address complex business challenges Design and execute effective recruitment and selection processes to attract and hire top talent.*
- *Manage performance appraisal systems to assess and enhance employee contributions.*
- *Utilize HR technologies to streamline processes and improve decision-making*

Module-Specific Digital Skills and Competences

Learners will develop digital skills and competencies including

- *Demonstrate expertise in using sophisticated HR management systems (HRMS) to manage complex employee data and optimize HR processes.*
- *Data-Driven Decision Making: Apply advanced data analytics tools to analyses HR metrics, derive insights, and make informed decisions that enhance organisational performance.*
- *Utilize digital communication and collaboration platforms effectively to manage HR projects and facilitate remote team coordination.*
- *Develop and implement digital recruitment strategies using online platforms to attract, assess, and secure top talent efficiently.*

Hours of Total Learning for this Module

- ***Total Contact Hours: 50***

  Contact Hours are hours invested in learning new content under the Direction of a tutor/lecturer e.g. lectures participation in online forums

- ***Supervised Placement and Practice Hours: 0***

  During these hours the learner is supervised, coached, or mentored.

- ***Self-Study Hours: 195***

  Estimated workload of research and study

- ***Assessment Hours: 5***

Examinations/ presentations/ group work/ projects etc.

- ***Total Number of ECTS of this Module/Unit: 10 ECTS***

Total Learning Hours of this Module: 250 Hours

Pedagogy for this Module

The HRM module will be taught through a combination of interactive online lectures, case studies, and group projects using a Learning Management System (LMS) for course materials and assignments. Students will engage with Human Resource management software and data analytics tools for practical exercises. Digital communication tools will facilitate virtual discussions and collaborative work.

Assessment method for this particular module

Assessment Weightings:

- *Assignment: 50% (It should not be more than 1500-word count)*
- *Presentation: 30% (it should be an individual presentation of 10 minutes of 850 words (approximate) or a maximum of 10 slides.)*
- *Examination: 20%*

The above shall be conducted using digital learning tools such as online assessment platforms and presentation software. The pass mark for the module will be set at 50%

Reading List

Core texts:

- *John Bratton, Jeff Gold, Andrew Bratton, and Laura Steele (2022). Human Resource Management: Bloomsbury Publishing.*
- *Dirk Buyens, Ans De Vos, and Jordi Trullen (2020), Strategic Human Resource Management:An International Perspective in SAGE Publications Ltd*
- *Eileen H. O'Brien and Pauline J. Scullion (2022). Human Resource Management: A European Perspective. Routledge*

- *David G. Collings, Kamel Mellahi, and Wayne F. Cascio (2022). Human Resource Management: A Global Perspective. Routledge*
- *Bratton, J. And Gold, J. (2017). Human Resource Management: Theory and Practice. 6th Ed. Basingstoke: Palgrave.*

Suggested Research Oriented reading:

- *Michael Armstrong and Tina Stephens (2021). Strategic Human Resource Management: Theory and Practice in Kogan Page*
- *Dirk Buyens, Ans De Vos, and Jordi Trullen (2020), Strategic Human Resource Management: An International Perspective in SAGE Publications Ltd*
- *Daft, R. (2006), The Leadership Experience. New York: Thomson South Western.*
- *Rees, G. and Smith, P. E. (2017), Strategic Human Resource Management: An international perspective. Sage Publications.*
- *Adair, J. and Allen, M. (2003). The Concise Time Management and Personal Development. London: Thorogood.*
- *Megginson, D. (2007). Continuing Professional Development. London: Chartered Institute of Personnel & Development*

M702

Strategic Leadership and Management

Module Description

The Strategic Leadership and Management module equips students with advanced skills and knowledge to lead organisations effectively in a dynamic and competitive environment. This module covers key concepts and practices related to strategic leadership, including vision development, strategic planning, and decision-making. Students will explore various leadership styles and their impact on organisational performance, as well as methods for driving change and fostering innovation. Through case studies, interactive discussions, and practical exercises, students will gain insights into strategic management frameworks and their application in real-world scenarios. The module emphasises developing critical thinking and leadership capabilities to manage complex organisational challenges and drive sustainable success.

Learning Outcomes

Competences:

At the end of the Module the learner will have acquired the responsibility and autonomy to:

- *Critically evaluate key strategic leadership theories and their applicability across various organizational contexts, demonstrating the ability to adapt theoretical insights to complex and unpredictable environments.*
- *Design and implement comprehensive strategic planning frameworks that address organizational growth and transformation, integrating interdisciplinary knowledge to develop innovative approaches in strategic management.*
- *Assess and apply different leadership styles to enhance team performance and drive organizational outcomes, utilizing advanced problem-solving skills to adapt leadership approaches to evolving team dynamics.*
- *Analyze and apply strategic management models to address complex business challenges and facilitate organizational change, demonstrating the ability to integrate new and interdisciplinary knowledge for effective problem-solving.*
- *Create and execute a strategic leadership plan that tackles organizational challenges and promotes innovation and growth, showing autonomy in directing learning and applying advanced strategic approaches to dynamic business contexts.*

Knowledge:

At the end of the Module the learner will have been exposed to the following:

- *Critically evaluate advanced concepts of strategic leadership, demonstrating their role in shaping and influencing organizational vision, direction, and long-term success.*
- *Analyze the strategic management process, identifying how organizations develop and sustain competitive advantage through the integration of complex, multi-disciplinary strategies.*
- *Examine the core elements of various leadership styles, assessing their effectiveness and impact on organizational performance, innovation, and adaptability in diverse and complex environments.*
- *Critically assess strategic decision-making frameworks, applying them to complex and uncertain business scenarios to demonstrate their utility in achieving organizational objectives.*
- *Evaluate the interrelationship between leadership and organizational culture, analyzing how these dynamic influences strategic change initiatives and* organizational resilience.

Skills:

At the end of the Module the learner will have acquired the following skills:

- *Analyze complex business scenarios to devise strategic solutions that align with organizational goals, demonstrating advanced problem-solving skills and the ability to integrate multi-disciplinary knowledge.*
- *Critically evaluate leadership challenges and implement effective management strategies tailored to diverse organizational contexts, reflecting specialized knowledge and innovative problem-solving abilities.*
- *Design and execute strategic plans that address organizational needs and drive sustainable growth, applying specialized knowledge and leadership skills to foster long-term success.*
- *Facilitate team collaboration to lead strategic initiatives and enhance organizational performance, demonstrating advanced communication and leadership skills in complex and unpredictable contexts.*
- *Apply strategic decision-making frameworks to solve real-world business problems efficiently, showcasing the ability to integrate theoretical knowledge with practical*

application to achieve effective outcomes

Module-Specific Learner Skills

Upon completion of the module, learners will demonstrate enhanced abilities in

- *Ability to critically evaluate and develop long-term strategies that align with organisational objectives.*
- *Competence in leading and motivating teams to achieve strategic goals in a dynamic business environment.*
- *Proficiency in making informed decisions using strategic management frameworks and data driven insights.*
- *Skill in effectively managing and implementing organisational change initiatives*

Module-Specific Digital Skills and Competences

Learners will develop digital skills and competencies including

- *Proficiency in using project management platforms like Microsoft Project or Asana to plan, execute, and monitor strategic initiatives.*
- *Competence in leveraging tools like Zoom, Microsoft Teams, or Slack to lead virtual teams and facilitate strategic discussions.*
- *Utilize digital communication tools, like Zoom or WebEx, to facilitate remote strategic planning sessions and leadership meetings.*

Hours of Total Learning for this Module

- ***Total Contact Hours: 50***

  Contact Hours are hours invested In learning new content under the Direction of a tutor/lecturer e.g. lectures participation in online forums

- ***Supervised Placement and Practice Hours: 0***

  During these hours the learner is supervised, coached, or mentored.

- ***Self-Study Hours: 195***

Estimated workload of research and study

- ***Assessment Hours: 5***

Examinations/ presentations/ group work/ projects etc.

- ***Total Number of ECTS of this Module/Unit: 10 ECTS***

Total Learning Hours of this Module: 250 Hours

Pedagogy for this Module

The Strategic Leadership and Management module will be delivered through live online lectures and interactive sessions. Students will work on case studies and group projects using collaboration tools like Microsoft Teams. Digital tools such as Power BI will be used for practical data analysis exercises. Assessments will be managed through quizzes, discussion forums, and project submissions on the LMS.

Assessment method for this particular Module

Assessment Weightings:

- *Assignment: 50% (It should not be more than 1500-word count)*
- *Presentation: 30% (it should be an individual presentation of 10 minutes of 850 words (Approximately) or maximum 10 slides)*
- *Examination: 20%*

Assessment Methods:

The above shall be conducted using digital learning tools such as online assessment platforms and presentation software. The pass mark for the module will be set at 50%.

Reading List

Core texts:

- *Marlene A. Schuster (2022), Strategic Leadership: A Multinational Perspective, Routledge*

- *Gary Yukl (2019) Leadership in Organizations: Global Edition. Pearson*
- *Anja Schaefer, (2023), Strategic Management and Leadership, Springer*
- *Klaus Wehling ,2021), Leadership in Organizations, Palgrave Macmillan*
- *Fred David and Forest David (2023). Strategic Management: A Competitive Advantage (17th edition). Pearson*
- *Gregory G. Dess, Gerry McNamara, Alan B. Eisner (2023). Strategic Management: Text and Cases. McGraw Hill*

Suggested Research Oriented reading:

- *Marlene A. Schuster (2022), Strategic Leadership: A Multinational Perspective, Routledge*
- *Gary Yukl (2019) Leadership in Organizations: Global Edition. Pearson*
- *Anja Schaefer, (2023), Strategic Management and Leadership, Springer*
- *Klaus Wehling ,2021), Leadership in Organizations, Palgrave Macmillan*
- *Fred David and Forest David (2023). Strategic Management: A Competitive Advantage (17th edition). Pearson*
- *Gregory G. Dess, Gerry McNamara, Alan B. Eisner (2023). Strategic Management: Text and Cases. McGraw Hill*

M703

Supply Chain Planning, Modelling and Analytics

Module Description

The Module aims to provide learners with in-depth knowledge about planning processes across all key aspects of supply chain management. The relevance of each of the planning processes, the associated information requirements, and modelling and analytic techniques are covered.

Learning Outcomes

Competences:

At the end of the Module the learner will have acquired the responsibility and autonomy to:

- *Develop and implement strategic supply chain solutions that address complex and unpredictable business environments, ensuring alignment with organizational goals and optimizing operational efficiency through innovative approaches.*
- *Apply advanced modelling techniques and interdisciplinary knowledge to analyze and optimize supply chain components, demonstrating high proficiency in addressing diverse and evolving supply chain challenges.*
- *Utilize sophisticated data analytics and quantitative methods to drive strategic decision making and enhance supply chain planning and performance, integrating new knowledge to support organizational objectives.*
- *Lead and manage supply chain projects across all phases—planning, execution, and evaluation—demonstrating responsibility and autonomy in ensuring project success and aligning with strategic goals.*
- *Address complex supply chain issues, including risk management and resource allocation, through advanced problem-solving and strategic management skills, integrating research-based diagnostics and interdisciplinary knowledge to create effective solutions.*

Knowledge:

At the end of the Module the learner will have been exposed to the following:

- *Critically analyze advanced supply chain strategy formulation, demonstrating how to align these strategies with organizational goals while accounting for complexities such as demand variability, lead times, and risk mitigation.*
- *Evaluate and apply sophisticated supply chain modeling techniques, including mathematical optimization, simulation, and network optimization, to critically assess and enhance supply chain performance.*
- *Examine the role of data analytics and quantitative methods in supporting strategic supply chain decision-making, and critically assess their impact on improving supply chain planning and operational efficiency.*
- *Develop an in-depth understanding of project management principles tailored to supply chain contexts, critically analyzing processes related to planning, execution, and evaluation to ensure successful project outcomes.*
- *Explore and critically evaluate theoretical frameworks for addressing complex supply chain challenges, such as risk management and resource allocation, demonstrating how these frameworks can be applied to resolve real-world issues effectively.*

Skills:

At the end of the Module the learner will have acquired the following skills:

- *Develop and implement sophisticated supply chain strategies that align with organizational objectives to ensure optimal operational efficiency and performance, demonstrating advanced problem-solving and strategic planning skills.*
- *Apply advanced supply chain modelling techniques to analyze and optimize components such as inventory, transportation, and production schedules, showcasing specialized knowledge and innovation in supply chain management.*
- *Utilize data analytics tools and quantitative methods to extract actionable insights from complex supply chain data, enhancing decision-making and performance through rigorous analytical techniques.*
- *Manage the full lifecycle of supply chain projects from planning to execution and evaluation, ensuring project success and adherence to objectives, reflecting leadership and advanced project management skills.*
- *Employ specialized problem-solving techniques to identify and resolve complex supply*

chain challenges, such as risk management and resource allocation, ensuring the development of effective and innovative solutions.

Module-Specific Learner Skills

Upon completion of the module, learners will demonstrate enhanced abilities in

- *Proficiency in analyzing supply chain data to identify trends and insights for decision-making.*
- *Ability to collaborate with cross-functional teams to align supply chain planning activities with organisational goals.*
- *Develop the capability to construct and interpret supply chain models using mathematical optimization, simulation, and network modelling techniques to optimize supply chain performance.*

Module-Specific Digital Skills and Competences

Learners will develop digital skills and competencies including

- *Ability to create informative data visualizations using tools like Tableau or Excel.*
- *Competence in using statistical software like R or Python for data analysis.*
- *Familiarity with simulation tools such as Any Logic for modelling complex supply chain scenarios.*
- *Understanding of Supply Chain Management Systems.*
- *Advanced Excel Skills: Proficiency in Excel functions for data manipulation and analysis.*

Hours of Total Learning for this Module

- ***Total Contact Hours: 50***

  Contact Hours are hours invested In learning new content under the Direction of a tutor/lecturer e.g. lectures participation in online forums

- ***Supervised Placement and Practice Hours: 0***

  During these hours the learner is supervised, coached, or mentored.

- ***Self-Study Hours: 195***

  Estimated workload of research and study

- ***Assessment Hours: 5***

  Examinations/ presentations/ group work/ projects etc.

- ***Total Number of ECTS of this Module/Unit: 10 ECTS***

Total Learning Hours of this Module: 250 Hours

Pedagogy for this Module

This module will be delivered through, case studies, and discussions. Case studies will offer practical insights, complemented by industry expert guest lectures. Hands-on exercises and simulations will reinforce theoretical concepts. Assessments will gauge understanding and problem-solving skills. Integration of digital tools will enhance learning, preparing students for real-world logistics scenarios.

Assessment method for this particular Module

Assessment Weightings:

- *Assignment: 50% (It should not be more than 1500-word count)*
- *Presentation: 30% (it should be an individual presentation of 10 minutes of 850 words (Approximately) or maximum 10 slides)*
- *Examination: 20% Presentation: 30%*

Assessment tasks will leverage digital learning tools such as online submission platforms, video conferencing for presentations, and collaborative document editing tools.

The pass mark for the module will be set at 50%.

Assessment Methods:

- *Assignments will involve analyzing case studies, evaluating supply chain strategies, and proposing solutions to operational challenges.*
- *Presentations will require students to present their findings on key concepts and*

strategies in supply chain and operations management.

- *Examinations will assess theoretical understanding, analytical skills, and application of concepts through structured questions and scenarios.*

The above shall be conducted using digital learning tools such as online assessment platforms and presentation software. The pass mark for the module will be set at 50%.

Reading List

Core texts:

- *Chopra, Sunil (2021). Supply Chain Management: Strategy, Planning, and Operation. Pearson*
- *Nada R. Sanders (2020). Supply Chain Management: A Global Perspective (3rd Edition). Wiley*
- *John Mangan, Chandra Lalwani, and Agustina Calatavud (2020). Global Logistics and Supply Chain Management (4th Edition). Wiley*
- *Işık Biçer (2023). Supply Chain Analytics:An Uncertainty Modeling Approach,Springer Texts in Business and Economics*
- *John Mangan, Chandra Lalwani, and Tim Butcher (2020), Supply Chain Management: An Introduction to Logistics and Supply Chain Management. Wiley.*

Suggested Research Oriented reading:

- *Jörg Kummer and Wolfgang Kersten (2020), Supply Chain Management: Strategy, Planning, and Operation in Springer.*
- *Benton, W. (2013). Supply Chain Focused Manufacturing Planning and Control, South-Western College Pub Hillier,*
- *Watson, M., Lewis, S., Cacioppi, P. and Jayaraman, J. (2012). Supply Chain Network Design: Applying Optimization and Analytics to the Global Supply Chain. Pearson FT Press.*
- *Jacobs, R.F., Berry, W., Whybark, D. and Vollmann, T. (2018). Manufacturing Planning and Control for Supply Chain Management, 2nd Edition, McGraw-Hill*

M704

Accounting & Financial Management

Module Description

This module aims to enable learners to gain comprehensive understanding about the role of research in solving business problems and develop capabilities to critically evaluate existing bodies of knowledge to put forward a case for further research.

Learning Outcomes

Competences:

At the end of the Module the learner will have acquired the responsibility and autonomy to:

- *Demonstrate advanced expertise in planning, managing, and optimizing financial resources to achieve strategic objectives and ensure financial sustainability, showing autonomy in applying innovative approaches to complex financial contexts.*
- *Critically evaluate and apply sophisticated financial strategies to align with organizational goals, enhance shareholder value, and support business success, integrating interdisciplinary knowledge to address dynamic financial challenges.*
- *Develop and articulate comprehensive business plans that incorporate advanced financial forecasting, strategic analysis, and resource management, supporting long term organizational objectives with a high level of autonomy and strategic insight.*
- *Utilize advanced financial analysis techniques to inform strategic decision-making, enhance business performance, mitigate risks, and support innovative initiatives, demonstrating leadership in navigating complex financial environments.*
- *Formulate, assess, and implement business strategies based on rigorous financial analysis and market research, driving competitive advantage and organizational growth through a strategic and research-based approach.*
- *Identify and manage financial risks using advanced risk management techniques, safeguarding organizational assets and ensuring resilience in unpredictable business contexts, with a high degree of responsibility and critical judgment.*
- *Implement and critically evaluate performance metrics and financial indicators to monitor*

progress towards strategic objectives, making data-driven improvements and demonstrating advanced problem-solving skills in evolving financial landscapes.

- *Demonstrate the ability to autonomously plan, manage, and optimize financial resources to align with strategic business objectives, while showing the capability to adapt to complex and dynamic financial environments.*

Knowledge:

At the end of the Module the learner will have been exposed to the following:

- *Critically evaluate advanced financial management principles, including budgeting, forecasting, and investment analysis, and demonstrate how these principles can be applied to enhance organizational financial performance.*
- *Integrate strategic financial planning processes with business objectives, critically assessing how financial strategies align with and support overall business goals.*
- *Analyze and apply business strategy frameworks and models to support the development and implementation of effective, financially informed business plans.*
- *Demonstrate advanced understanding of financial performance metrics and indicators, applying sophisticated analytical techniques to evaluate and improve organizational financial outcomes.*
- *Critically assess financial risk management principles, demonstrating how these principles inform decision-making processes and contribute to managing and mitigating financial risks in complex organizational contexts.*
- *Examine and apply relevant regulatory requirements and ethical standards in financial management, ensuring that financial decisions adhere to legal and ethical guidelines.*
- *Explore and apply advanced market analysis techniques, critically evaluating how external factors influence business strategy, financial decision-making, and overall organizational success*

Skills:

At the end of the Module the learner will have acquired the following skills:

- *Apply advanced financial analysis techniques to make strategic decisions that enhance* *business performance and maximize shareholder value, demonstrating specialized problem-solving skills and integration of multi-disciplinary knowledge.*

- *Develop and present comprehensive business plans that effectively integrate financial forecasting, risk assessment, and resource management, showcasing leadership and innovation in strategic planning.*
- *Utilize sophisticated financial performance metrics to monitor, analyze, and enhance organizational performance, ensuring progress towards strategic objectives with critical evaluation and adaptability.*
- *Identify, assess, and mitigate financial risks using advanced risk management techniques to protect organizational assets, demonstrating specialized knowledge and responsible decision-making.*
- *Develop and implement business strategies based on thorough financial analysis and market research to achieve a competitive advantage, reflecting innovation and leadership in strategic execution.*
- *Ensure adherence to financial regulations and ethical standards in all financial management practices and decision-making processes, integrating social and ethical responsibilities into comprehensive compliance strategies.*
- *Apply advanced financial management techniques to create and implement strategic financial plans that address organizational goals, maximize resource utilization, and mitigate risks which includes incorporating detailed financial forecasts, capital structure decisions, and investment strategies*

Module-Specific Learner Skills

Upon completion of the module, learners will demonstrate enhanced abilities in

- *Analyze financial statements and reports to assess an organization's financial health and performance.*
- *Develop and implement strategic plans that align financial resources with business objectives.*
- *Identify financial risks and apply strategies to mitigate their impact.*
- *Create comprehensive business plans with detailed financial projections and resource management strategies.*

- *Understanding and managing the cash flows essential for the sustainability of an organization.*
- *Using statistical models and industry trends to project future financial performance.*
- *Introducing advanced techniques like NPV, IRR, and break-even analysis.*
- *Exploring investment decision-making to maximize returns while minimizing risks.*

Module-Specific Digital Skills and Competences

Learners will develop digital skills and competencies including

- *Utilize financial management software and tools for budgeting, forecasting, and financial analysis.*
- *Apply data analysis techniques and software to interpret financial data, generate insights, and support decision-making.*
- *Create and present digital financial reports and dashboards using data visualization tools to communicate financial performance and strategic insights.*
- *Implement basic cybersecurity measures to protect financial data and ensure the integrity and confidentiality of financial information.*

Hours of Total Learning for this Module

- ***Total Contact Hours: 50***

  Contact Hours are hours invested In learning new content under the Direction of a tutor/lecturer e.g. lectures participation in online forums

- ***Supervised Placement and Practice Hours: 0***

  During these hours the learner is supervised, coached, or mentored.

- ***Self-Study Hours: 195***

  Estimated workload of research and study

- ***Assessment Hours: 5***

  Examinations/ presentations/ group work/ projects etc.

- ***Total Number of ECTS of this Module/Unit: 10 ECTS***

Total Learning Hours of this Module: 250 Hours

Pedagogy for this Module

The module will be delivered through a blend of recorded lectures for foundational knowledge, live webinars for interactive discussions, and virtual workshops for hands-on practice with financial tools. The module will also integrate tools like Microsoft Excel for financial modelling, QuickBooks or other accounting software for practical exercises. Online case studies and group projects will facilitate practical application, while guest speakers will join via video conferencing to provide industry insights. In particular, the module will Introduce real-world case studies, allowing students to apply concepts such as financial statement analysis, budgeting, and financial risk assessments to dynamic business situations. Assessments will include online quizzes, assignments, and project submissions, with feedback provided through the e-learning platform.

Assessment method for this particular Module Assessment Weightings:

- *Assignment: 50% (It should not be more than 1500-word count)*
- *Presentation: 30% (it should be an individual presentation of 10 minutes of 850 words (Approximately) or maximum 10 slides)*
- *Examination: 20%*

Assessment Methods:

- *Involve analyzing financial case studies, evaluating accounting practices, and developing strategies for effective financial management.*
- *Require students to present their findings and insights on financial policies and management strategies using digital presentation tools.*
- *Assess theoretical understanding, analytical skills, and the application of financial and accounting concepts, incorporating questions related to real-world scenarios.*

The above shall be conducted using digital learning tools such as online assessment platforms and presentation software. The pass mark for the module will be set at 50%.

Reading List

- *Eddie McLaney and Peter Atril (2023). Accounting and Finance: An Introduction. Pearson*
- *Fred Phillips, Shana Clor-Proell, Robert Libby and Patricia Libby (2024). Fundamentals of Financial Accounting. McGraw Hill*
- *Jan Williams, Mark Bettner, Joseph Carcello and Susan Haka (2021). Financial Accounting. McGraw Hill*
- *Eddie McLaney and Peter Atrill (2022). Accounting and Finance for Non-Specialists. Pearson*
- *Aswath Damodaran (2022), Corporate Finance: Theory and Practice, Wiley*

Suggested Research Oriented reading:

- *William R. Lasher (2020). Financial Management: A Practical Guide, Sage Publications*
- *Graham, M. (2013) Accounting for Non-accountants: A Manual for Managers and Students. 9th Edition. Kogan Page: London*
- *David Hillier, Mark Grinblatt, Sheridan Titman (2024). Financial Markets and Corporate Strategy. McGraw Hill.*
- *Richard A. Brealey, Stewart C. Myers, and Franklin Allen (2022). Principles of Corporate Finance",McGraw-Hill Education*
- *Eugene F. Brigham and Michael C. Ehrhardt (2023). Financial Management: Theory and Practice",Cengage Learning*
- *Grossi, Giuseppe & Argento, Daniela. (2022). The fate of accounting for public governance development. Accounting, Auditing & Accountability Journal. 35. 272-303. 10.1108/AAAJ-11-2020-5001.*

M705

Entrepreneurship and Innovation

Module Description

The Entrepreneurship and Innovation module introduces learners to the fundamental business processes and strategies associated with enterprise creation and entrepreneurial ventures. It explores entrepreneurship in both local and global contexts, fostering an understanding of how businesses can innovate to maintain competitiveness in rapidly changing environments. Additionally, the module emphasizes the significance of entrepreneurship-related financial markets, providing students with insights into financial instruments, funding opportunities, venture capital, and the role of financial markets in supporting entrepreneurial growth. This holistic approach ensures that students not only grasp the operational and strategic aspects of entrepreneurship but also understand the critical financial mechanisms that underpin successful ventures.

Learning Outcomes

Competences:

At the end of the Module the learner will have acquired the responsibility and autonomy to:

- *Develop and manage entrepreneurial projects, demonstrating autonomy in decision making, strategic planning, and resource management to address complex and unpredictable business challenges.*
- *Lead and inspire innovation within organizations, applying creative thinking and collaborative approaches to foster entrepreneurial culture and improve business processes.*
- *Evaluate and mitigate risks in entrepreneurial ventures by applying advanced risk management techniques, ensuring business sustainability and growth.*
- *Manage cross-functional teams, demonstrating leadership in the implementation of innovative strategies that support organizational objectives in competitive markets.*
- *Critically reflect on entrepreneurial practices and assess their impact on social, ethical, and global business environments, integrating sustainability principles in business*

decision-making.

- *Demonstrate the ability to integrate financial market dynamics into entrepreneurial decision-making, including sourcing and managing funding opportunities such as venture capital, private equity, and other financial instruments, to support the growth and sustainability of innovative.*

Knowledge:

At the end of the Module the learner will have been exposed to the following:

- *Critically analyze theories and models of entrepreneurship and innovation, exploring their application in both start-up and established businesses across various industries and global markets.*
- *Evaluate business models and strategies for fostering innovation, focusing on processes such as product development, business model innovation, and efficiency improvement.*
- *Assess the legal frameworks and intellectual property rights, including patents, trademarks, and copyrights, relevant to entrepreneurial ventures and innovations.*
- *Examine contemporary challenges in entrepreneurship, including managing stakeholder relationships, navigating regulatory environments, and developing sustainable business solutions.*
- *Interpret advanced market research techniques and their role in reducing uncertainty and supporting decision-making in new business ventures.*
- *Acquire in-depth knowledge of entrepreneurship-related financial markets, including the role of venture capital, equity financing, and public markets, and how these financial mechanisms influence startup creation, growth, and innovation.*

Skills:

At the end of the Module the learner will have acquired the following skills:

- *Design and implement innovative business models, using tools like PESTLE analysis, cost benefit analysis, and risk management techniques to improve business processes and foster competitive advantages.*
- *Develop a comprehensive business plan, including financial forecasting, market*

research, and resource allocation, aligned with the strategic goals of a business or project.

- *Utilize creative problem-solving techniques, such as lateral thinking and visioning, to address challenges in entrepreneurship and business innovation.*
- *Communicate entrepreneurial ideas and solutions effectively to diverse stakeholders, using both qualitative and quantitative data to support arguments and proposals.*
- *Negotiate with investors and stakeholders, demonstrating strong presentation and pitching skills, addressing complex questions with evidence-based solutions to secure sponsorship or investment for entrepreneurial ventures.*
- *Apply advanced financial analysis techniques to evaluate market conditions, assess funding options, and develop financial strategies that align with the entrepreneurial goals of the business, ensuring optimal access to financial resources and sustainability*

Module-Specific Learner Skills

Upon completion of the module, learners will demonstrate enhanced abilities in

- *Make autonomous, data-driven decisions in managing entrepreneurial projects, especially when addressing unpredictable business challenges.*
- *Utilize creative thinking tools, such as lateral thinking and visioning, to develop innovative solutions and improve business processes.*
- *Demonstrate leadership by managing cross-functional teams, leading innovation initiatives, and aligning these efforts with organizational objectives.*
- *Evaluate and mitigate risks in entrepreneurial ventures, applying advanced risk management techniques to ensure business continuity and growth.*
- *Use advanced market research techniques to inform decisions and develop competitive business models, ensuring the sustainability and scalability of new ventures.*
- *Practice their ability to present business plans to investors, using evidence-based arguments to negotiate funding or support.*

Module-Specific Digital Skills and Competences

Learners will develop digital skills and competencies including

- *Utilize project management platforms (e.g., Trello, Asana, Microsoft Project) to organize entrepreneurial projects, including planning, scheduling, and monitoring progress.*
- *Communicate innovative ideas using digital communication tools (e.g., Zoom, Slack, Microsoft Teams) to engage with stakeholders and manage remote teams.*
- *Create professional presentations using software like PowerPoint or Canva to pitch their business ideas effectively to potential investors or stakeholders.*
- *Apply digital tools for risk assessment and management (e.g., Risk Watch, Protecht) to evaluate business risks and devise mitigation strategies.*
- *Explore and adopt tools for creating digital business models and executing marketing strategies, including Google Analytics, SEO, and social media management platforms like Hootsuite or Buffer.*

Hours of Total Learning for this Module

- ***Total Contact Hours: 50***

  Contact Hours are hours invested In learning new content under the Direction of a tutor/lecturer e.g. lectures participation in online forums

- ***Supervised Placement and Practice Hours: 0***

  During these hours the learner is supervised, coached, or mentored.

- ***Self-Study Hours: 195***

  Estimated workload of research and study

- ***Assessment Hours: 5***

  Examinations/ presentations/ group work/ projects etc.

- ***Total Number of ECTS of this Module/Unit: 10 ECTS***

Total Learning Hours of this Module: 250 Hours

Pedagogy for this Module

This module will be taught through a blend of lectures, case studies, and interactive discussions, facilitated both in-person and through online platforms. Practical exercises and simulations will reinforce theoretical concepts, while assessments will evaluate comprehension and application *of financial strategies in a global context. Additionally, guest lectures by industry experts and hands-on projects will provide real-world insights and experiences.*

Assessment method for this particular Module

Assessment Weightings:

- *Case Assignment: 40% (It should not be more than 1250-word count)*
- *Group Presentation: 30% (it should be group presentation of 10 minutes of 850 words (Approximately) or maximum 10 slides)*
- *Case Study Analysis: 30% (Maximum word count for case analysis, its conclusion should be 750-1000 word)*

Assessment Methods:

- *Assignments will involve analysing case studies, preparing global financial reports, and making strategic recommendations based on real-world examples.*
- *Presentations will require students to present their findings and insights on specific global financial management topics using digital presentation tools.*
- *Examinations will assess theoretical understanding, analytical skills, and application of concepts, incorporating questions related to real-world scenarios.*

The above shall be conducted using digital learning tools such as online assessment platforms and presentation software. The pass mark for the module will be set at 50%

Reading List

Core texts:

- *Bruce R. Barringer and R. Duane Ireland (2021) Entrepreneurship: Successfully Launching New Ventures (Updated Global Edition). Pearson*
- *John R. Bessant, Joe Tidd, (2024). Innovation and Entrepreneurship (4th Edition). Wiley*
- *Andrew Zacharakis, Andrew C. Corbett, and William D. Bygrave. Entrepreneurship (5th Edition). Wiley*
- *Smith, Janet Kiholm and Smith, Richard, L. (2019) Entrepreneurial Finance: Venture*

Capital, Deal Structure & Valuation. Stanford University Press

- *Casson, Mark (2024). Entrepreneurship and the Market Economy: A New Perspective. Edward Elgar Publishing*
- *Kennard, Mike (2021). Innovation and Entrepreneurship. Routledge.*
- *David Hillier, Mark Grinblatt, Sheridan Titman (2024). Financial Markets and Corporate Strategy. McGraw Hill.*
- *David B. Audretsch, Oliver Falck, Stephan Heblich, and Adam Lederer (2011). Handbook of Research on Innovation and Entrepreneurship. Elgar Publishing*

Suggested Research Oriented reading:

- *Howells, P. and Bain, K. (2007) Financial Markets and Institutions. 5th Edition. Harlow: Pearson Education*
- *Reilly, F. and Brown, K. (2009) Investment Analysis & Portfolio Management. 10th Edition. USA: Thomson One*
- *Woods, M., Kajuter, P. and Linsley, P. (2008) International Risk Management. Systems, Internal Control, & Corporate Governance. Oxford: CIMA Publishing.*
- *Chris Zook and James Allen (2022): The Founder's Mentality: How to Overcome the Predictable Crises of Growth in Harvard Business Review Press.*
- *Rita McGrath (2022): Seeing Around Corners: How to Spot Inflection Points in Business Before They Happen in Houghton Mifflin Harcourt.*
- *Ash Maurya (2020): Scaling Lean: Mastering the Key Metrics for Startup Growth in Portfolio.*
- *David S. Kidder (2021): The Startup Playbook: Secrets of the Fastest-Growing Startups from Their Founding Entrepreneurs in Penguin Random House.*
- *Sarah L. Moshman (2023): Start-Up Smarts: Essential Lessons for Entrepreneurial Success in Per Capita Publishing.*
- *Clayton M. Christensen, Michael Raynor, and Rory McDonald (2021): The Prosperity Paradox: How Innovation Can Lift Nations Out of Poverty in HarperBusiness.*
- *Alex Osterwalder, Yves Pigneur, and Alan Smith (2021): The Invincible Company: How to Constantly Reinvent Your Organization with Inspiration From the World's Best*

Business Models in Wiley.

- *Michael E. Porter (2021): The Big Picture: The New Logic of Money and Business in Harvard Business Review Press.*
- *Marty Cagan (2022): Empowered: Ordinary People, Extraordinary Products in Wiley.*
- *Alain Verbeke (2020): Global Business Strategy: A Systems Approach in Cambridge University Press*
- *Bungerberd, M., Griebel, J., Hobe, S. and Reinish, A. (2015) International Investment Law: A Handbook. Oxford: Hart Publishing.*
- *Elton, E., Gruber, M., Brown, S. and Goetzmann, W. (2011) Modern Portfolio Theory and Investment Analysis: International Student Version. 8th ed. New York: John Wiley*

M706

Consumer Behaviour & Market Communications

Module Description

This module aims to develop learners' understanding of a theoretical and practical understanding of processes and factors that influence the consumer behaviour of individuals and organisations. By learning about how consumers make decisions, what motivates them, and how contexts and practices influence consumption, you will be able to strategically apply these insights to the creation of customer value and learn how to critique and challenge current marketing practices and consumer communications. The learners will be able to evaluate how consumer research has been undertaken and develop their intellectual and analytical capabilities vis-à-vis interpreting cultural and societal trends, parallel to psychological consumer processes, to inform marketing decision-making.

Learning Outcomes

Competences:

At the end of the Module the learner will have acquired the responsibility and autonomy to:

- ***Analyse consumer behaviour*** *patterns to autonomously develop and implement targeted market communication strategies that effectively address diverse consumer needs and preferences, demonstrating advanced problem-solving skills and strategic foresight.*
- ***Design and execute*** *comprehensive market communication strategies that integrate consumer insights with organizational objectives, managing these strategies to enhance brand positioning and market reach, and exhibiting leadership in aligning them with dynamic market conditions.*
- ***Assess and interpret the effectiveness*** *of market communication campaigns using both quantitative and qualitative metrics, guiding strategic decisions to meet organizational goals and drive consumer engagement, while critically evaluating and adapting strategies as needed.*
- ***Manage and enhance consumer*** *relationships through the application of advanced CRM techniques, fostering loyalty and improving customer satisfaction, taking*

responsibility for integrating these practices into broader organizational strategies.

- ***Adapt market communication strategies*** *in response to evolving consumer behavior and market trends, demonstrating strategic agility and innovation to maintain a competitive edge, and making informed adjustments based on comprehensive analysis and foresight.*

Knowledge:

At the end of the Module the learner will have been exposed to the following:

- *Critically evaluate advanced theories and models of consumer behavior, including an in-depth analysis of factors influencing consumer motivations, preferences, and decision-making processes in diverse market contexts.*
- *Apply advanced market research methodologies and techniques to gather, analyze, and interpret data on consumer preferences, attitudes, and purchasing behavior, integrating these insights into strategic decision-making.*
- *Develop and critique strategic frameworks for creating and implementing market communication strategies that effectively align with consumer insights, organizational goals, and emerging industry trends.*
- *Assess and apply quantitative and qualitative metrics to evaluate the effectiveness of market communication campaigns, critically analyzing their impact on consumer engagement, brand perception, and overall marketing effectiveness.*
- *Examine and apply advanced customer relationship management (CRM) techniques, utilizing specialized knowledge to enhance consumer relationships, drive loyalty, and improve satisfaction in a competitive market environment.*

Skills:

At the end of the Module the learner will have acquired the following skills:

- *Manage and analyse consumer behaviour patterns using advanced analytical techniques to develop targeted market communication strategies that effectively address complex consumer needs and preferences, demonstrating specialized problem-solving skills.*
- *Create and implement sophisticated market communication strategies by integrating in-*

depth consumer insights and organizational objectives, employing multi-disciplinary knowledge to enhance brand positioning and expand market reach with innovative approaches.

- *Assess and interpret the effectiveness of market communication campaigns through advanced metrics and analytical tools, performing critical evaluations to ensure strategic alignment and maximize consumer engagement and campaign impact.*
- *Apply advanced CRM techniques to strategically manage and enhance consumer relationships, using specialized skills to foster customer loyalty and improve overall satisfaction, while integrating ethical considerations and reflecting on the social responsibilities associated with CRM practices.*
- *Demonstrate leadership and adaptability in market communication strategies by responding to evolving consumer behaviour and market trends, showcasing the ability to innovate and maintain a competitive edge in complex and unpredictable environment.*

Module-Specific Learner Skills

Upon completion of the module, learners will demonstrate enhanced abilities in

- *Understanding of Integrated Marketing Communications.*
- *Knowledge of ethical considerations in marketing communications and the ability to develop and execute ethical marketing strategies that build trust and credibility with consumers.*
- *Ability to integrate various communication channels to deliver cohesive and impactful marketing.*

Module-Specific Digital Skills and Competences

Learners will develop digital skills and competencies including

- *Utilising online resources for research and learning.*
- *Engaging in online collaboration and communication for group projects and discussions.*
- *Creating and delivering presentations using digital tools.*
- *Conducting ethical and responsible online academic practices, including citation and referencing.*

Hours of Total Learning for this Module

- ***Total Contact Hours: 50***

  Contact Hours are hours invested In learning new content under the Direction of a tutor/lecturer e.g. lectures participation in online forums

- ***Supervised Placement and Practice Hours: 0***

  During these hours the learner is supervised, coached, or mentored.

- ***Self-Study Hours: 195***

  Estimated workload of research and study

- ***Assessment Hours: 5***

  Examinations/ presentations/ group work/ projects etc.

- ***Total Number of ECTS of this Module/Unit: 10 ECTS***

Total Learning Hours of this Module: 250 Hours

Pedagogy for this Module

In this module teaching will be delivered through a variety of engaging methods tailored to enhance students' understanding and application of marketing concepts. This will include interactive lectures, case studies, group discussions, and experiential learning activities. Real-world examples and industry insights will be integrated to provide practical relevance to theoretical concepts. Additionally, students may engage in collaborative projects, simulations, and presentations to apply their knowledge and develop critical thinking and problem-solving skills. The module will also leverage digital platforms and resources to facilitate learning and foster an interactive and dynamic learning environment.

Assessment method for this particular Module

Assessment Weightings:

- *Presentation: 30% (it should be an individual presentation of 10 minutes of 850 words (Approximately) or maximum 10 slides)*
- *Case Study Analysis: 30% (Maximum word count for case analysis, its conclusion should*

be 750-1000 word)

- *Consumer Behaviour and Marketing Survey (Group Project): 40% (It should not be more than 1500-word count)*

Assessment tasks will leverage digital learning tools such as online submission platforms, video conferencing for presentations, and collaborative document editing tools. The pass mark for the module will be set at 50%.

Reading List

- *Michael R. Solomon (2019). Consumer Behavior: Buying, Having, and Being. Pearson*
- *Zubin Sethna ,(2023)Consumer Behaviour. Sage Publication*
- *Kenneth E. Clow and Donald Baack (2020): Integrated Advertising, Promotion, and Marketing Communications in Pearson*
- *David Mothersbaugh, Delbert Hawkins, Roger Best and Susan Bardi Kleiser (2023) Consumer Behavior: Building Marketing Strategy. McGraw Hill*
- *Malhotra N., Birks D. and Wills P. (2012). Marketing Research: An Applied Approach, 4th edition. Prentice Hall/FT.*
- *Leon G. Schiffman, Joseph L. Wisenblit (2019). Consumer Behavior. Pearson*

Suggested Research Oriented reading:

- *Solomon, M. R., Bamossy, G., Askegaard, S. and Hogg, M. K. (2013). Consumer Behaviour: A European Perspective, 5th edition. Harlow: Prentice Hall.*
- *Wilson, A. (2006). Marketing Research: An Integrated Approach, 2nd edition. Harlow: FT Prentice Hall (Pearson)*
- *De Mooij, M. (2004). Consumer Behavior and Culture: Consequences for Global Marketing and Advertising. Thousand Oaks: Sage Publications.*
- *Nancy Harhut (2022). Using Behavioral Science in Marketing: Drive Customer Action and Loyalty by Prompting Instinctive Responses. Kogan Page*
- *Elizabeth Parsons, Pauline Maclaran, Andreas Chatzidakis, Rachel Ashman (2023). Contemporary Issues in Marketing and Consumer Behaviour. Routledge*

- *Gabriel, Y. and Lang, T. (2006). The Unmanageable Consumer. London: Sage Publications.*
- *Hoyer, MacInnis, & Pieters (2010). Consumer Behavior, 6th edition. South-Western Cengage.*

M707

Contemporary Issues and Principles of Marketing

Module Description

The aim of this module is to develop learners' understanding of to evaluate the potential impact of emerging contemporary marketing challenges and apply strategic thinking to develop future marketing using marketing principles in different contexts. The learner will also learn marketing concepts and theory in a range of contemporary settings from entrepreneurial start-ups, industrial manufacturers and global brands, to develop an actionable marketing plan.

Learning Outcomes

Competences:

At the end of the Module the learner will have acquired the responsibility and autonomy to:

- ***Identify and address contemporary marketing*** *issues, such as digital transformation, sustainability, and ethical practices, by autonomously developing and implementing strategic marketing solutions that adapt to complex and unpredictable business environments.*
- ***Apply advanced marketing principles*** *to critically analyse and respond to emerging trends and challenges in the marketing landscape, demonstrating the ability to integrate interdisciplinary knowledge and ensure alignment with organizational objectives.*
- ***Design and execute innovative*** *marketing strategies that leverage current market trends and consumer behaviour insights, managing these strategies to achieve and sustain a competitive advantage while demonstrating strategic foresight and leadership.*
- ***Assess and critically evaluate*** *the impact of new marketing trends and practices on organizational performance and strategy, using sophisticated analytical frameworks to guide strategic decision-making and address incomplete or limited information.*
- ***Manage and integrate*** *ethical and sustainable marketing practices into organizational strategies, ensuring that marketing initiatives reflect core values and societal expectations, and demonstrating responsibility for maintaining ethical standards in dynamic market conditions*

Knowledge:

At the end of the Module the learner will have been exposed to the following:

- ***Critically*** *analyze contemporary issues in marketing, such as digital innovation, sustainability, and ethical challenges, evaluating their impact on the formulation and execution of marketing strategies and practices.*
- ***Examine*** *and apply advanced marketing principles and theories, particularly those relevant to emerging trends and challenges in the dynamic marketing environment, demonstrating how these principles can be adapted to current market conditions.*
- ***Develop*** *innovative marketing strategies that effectively address current market trends, shifts in consumer behavior, and competitive dynamics, integrating cutting-edge marketing concepts and practices.*
- ***Evaluate*** *the implications of new marketing trends and practices on organizational performance, employing advanced analytical frameworks to assess their effectiveness and strategic impact.*
- ***Integrate*** *ethical and sustainable marketing practices into strategic marketing plans, demonstrating a critical understanding of how these practices align with both organizational goals and societal expectations, while fostering responsible business conduct.*

Skills:

At the end of the Module the learner will have acquired the following skills:

- ***Develop and implement*** *sophisticated strategies to address contemporary marketing issues such as digital transformation, sustainability, and ethical concerns, integrating advanced marketing theories to create innovative solutions for complex challenges.*
- ***Apply advanced marketing*** *principles and interdisciplinary knowledge to critically analyze emerging trends and adapt strategies based on a deep understanding of market dynamics, demonstrating originality and precision in navigating complex scenarios.*
- ***Design and execute*** *innovative marketing strategies that leverage insights from market trends and consumer behavior, using specialized skills to craft strategies that achieve strategic goals and respond effectively to evolving conditions.*
- ***Evaluate and interpret*** *the impact of new marketing trends and practices using*

advanced analytical tools, performing critical analysis to guide decision-making, enhance organizational performance, and contribute to new knowledge in the marketing field.

- ***Integrate and manage** ethical and sustainable marketing practices within organizational strategies, ensuring that marketing initiatives align with core values and societal expectations, while addressing social and ethical responsibilities.*
- ***Conduct critical** evaluations and analyses with incomplete or limited information to solve complex marketing problems, producing original research and innovative solutions that address novel challenges in unpredictable contexts.*
- ***Develop** new skills in response to emerging marketing knowledge and techniques, demonstrating leadership and innovation in complex work environments, and showing resilience in applying cutting-edge concepts and practices.*

Module-Specific Learner Skills

Upon completion of the module, learners will demonstrate enhanced abilities in

- *Proficiency in analyzing marketing data to derive actionable insights and optimize marketing performance.*
- *Understanding of brand management principles and the ability to develop and maintain brand equity in line with contemporary marketing principles.*
- *Understanding of ethical principles in marketing and the ability to make ethically sound decisions when faced with contemporary marketing issues.*

Module-Specific Digital Skills and Competences

Learners will develop digital skills and competencies including

- *Utilizing online resources for research and learning.*
- *Engaging in online collaboration and communication for group projects and discussions.*
- *Creating and delivering presentations using digital tools.*
- *Conducting ethical and responsible online academic practices, including citation and referencing*

Hours of Total Learning for this Module

- ***Total Contact Hours: 50***

  Contact Hours are hours invested In learning new content under the Direction of a tutor/lecturer e.g. lectures participation in online forums

- ***Supervised Placement and Practice Hours: 0***

  During these hours the learner is supervised, coached, or mentored.

- ***Self-Study Hours: 195***

  Estimated workload of research and study

- ***Assessment Hours: 5***

  Examinations/ presentations/ group work/ projects etc.

- ***Total Number of ECTS of this Module/Unit: 10 ECTS***

Total Learning Hours of this Module: 250 Hours

Pedagogy for this Module

In this module teaching will be delivered through a variety of engaging methods tailored to enhance students' understanding and application of marketing concepts. This will include interactive lectures, case studies, group discussions, and experiential learning activities. Real world examples and industry insights will be integrated to provide practical relevance to theoretical concepts. Additionally, students may engage in collaborative projects, simulations, and presentations to apply their knowledge and develop critical thinking and problem-solving skills. The module will also leverage digital platforms and resources to facilitate learning and foster an interactive and dynamic learning environment.

Assessment Weightings:

- *Presentation: 30% (it should be an individual presentation of 10 minutes of 850 words (Approximately) or maximum 10 slides)*
- *Case Study Analysis: 30% % (Maximum word count for case analysis, its conclusion should be 750-1000 word)*
- *Marketing Plan Development (Group Project): 40% (It should not be more than 1500-*

word count)

Assessment tasks will leverage digital learning tools such as online submission platforms, video conferencing for presentations, and collaborative document editing tools. The pass mark for the module will be set at 50%.

Reading List

- *David Jobber, Fiona Ellis-Chadwick. (2023), Principles and Practice of Marketing, McGraw-Hill Education (UK)*
- *Philip Kotler, Gary Armstrong and Sridhar Balasubramanian (2023). Principles of Marketing, Global Edition. Pearson*
- *Michael Solomon, Greg W. Marshall, and Elnora W. Stuart (2022). Marketing: Real People, Real Choices, Global Edition. Pearson*
- *Christine Moorman and David A. Aaker (2024). Strategic Market Management. Wiley*
- *Brigitte Nicoulaud, Graham Hooley, John Rudd, Nick Lee and Nigel Piercy (2024). Marketing Strategy and Competitive Positioning. Pearson*
- *Elizabeth Hirschman and Sterling Bone (2020): Contemporary Issues in Marketing: Principles and Practice in Routledge,*
- *Aaker, D. A. and McLoughlin, D., 2007. Strategic Market Management: European Edition. Chichester: John Wiley & Sons.*
- *Brassington, F. and Pettitt, S. (2012) Essentials of Marketing. 3rd Ed. Harlow: Pearson Multivariate data analysis (Vol. 5, No. 3, pp. 207-219). Upper Saddle River, NJ: Prentice Hall.*

***Suggested Research Oriented reading**:*

- *Ayantunji Gbadamosi (2019): Contemporary Issues in Marketing: Principles and Practice in SAGE Publications Ltd; 1st edition*
- *Groucutt, J. And Hopkins, C. (2015) Marketing (Business Briefings). London: Palgrave Macmillan.*
- *Doyle, P. and Stern, P., 2006. Marketing Management and Strategy, 4th Ed. Harlow: Financial Times Prentice Hall.*

M708

Business Research Project

Module Description

The Business Research Project module is designed to provide MBA students with the opportunity to apply theoretical knowledge and analytical skills to a real-world business problem. This module emphasizes the development of advanced research skills and the application of statistical analysis to guide decision-making in complex business environments. Through this project, students will deepen their understanding of research methodologies, data analysis techniques, and how these can be used to solve business challenges. Key objectives of the module include.

- ***Business Research Application:*** *Students will learn to design and conduct rigorous research, employing both qualitative and quantitative methods to address specific business issues.*
- ***Data Analysis & Interpretation****: The course will cover essential techniques such as data pattern recognition, probability analysis, confidence intervals, and hypothesis testing, allowing students to derive actionable insights from business data.*
- ***Decision-Making Support****: The module will focus on how statistical analysis supports business decision-making, improving problem-solving and strategic planning abilities in uncertain and dynamic environments.*
- ***Practical Engagement:*** *Students will engage in a comprehensive business research project, where they will identify a business problem, gather and analyze data, and present their findings with recommendations for real-world application*

Through the completion of the research project, students will demonstrate their ability to independently investigate a business issue, make evidence-based decisions, and contribute to the development of practical business strategies grounded in robust research and statistical analysis.

Learning Outcomes

Competences:

At the end of the Module the learner will have acquired the responsibility and autonomy to:

- *Manage and execute comprehensive research projects to address complex business problems, demonstrating autonomy in designing and applying appropriate research methodologies and analytical techniques to achieve high-quality, strategic outcomes.*
- *Analyze and interpret research data effectively, integrating interdisciplinary knowledge to develop actionable insights and formulate strategic recommendations that support business strategy and informed decision-making in dynamic environments.*
- *Oversee and coordinate all aspects of research projects, including planning, implementation, and reporting, while managing project resources and timelines to ensure adherence to research standards and the delivery of high-quality results.*
- *Present and communicate research findings through well-structured reports and presentations, effectively conveying complex information to specialist and non-specialist stakeholders with clarity and precision.*
- *Ensure the application of ethical research practices throughout the research process, including managing data with integrity and adhering to academic and professional ethical standards, while making judgments based on incomplete or limited information.*
- *Demonstrate leadership in managing research teams and projects, applying new strategic approaches and adapting to complex and unpredictable business contexts, reflecting a high level of understanding and autonomy in learning and project management.*
- *Integrate knowledge from new or interdisciplinary fields to create research-based diagnoses of business problems, showcasing the ability to innovate and contribute to professional knowledge and practice in a self-directed manner.*

Knowledge:

At the end of the Module the learner will have been exposed to the following:

- *Critically evaluate and apply advanced research methodologies, including qualitative,* *quantitative, and mixed methods, demonstrating the ability to address complex and multifaceted business problems through rigorous research design.*

- *Master and apply specialized data analysis techniques and tools, including advanced statistical methods and software, to interpret complex research data, generating actionable insights that inform strategic business decision-making.*
- *Understand and integrate research ethics and standards, including issues related to data privacy, informed consent, and academic integrity, demonstrating a deep awareness of their critical role in maintaining the quality, credibility, and compliance of research projects.*
- *Develop and implement best practices in research reporting and presentation, including the structuring of comprehensive research reports and the effective communication of complex findings to diverse stakeholders, ensuring clarity, impact, and accessibility.*
- *Apply advanced project management principles within the context of research projects, including strategic planning, scheduling, resource management, and risk mitigation, to ensure the efficient and effective execution of high-quality research.*
- *Synthesize multidisciplinary theoretical and practical knowledge to develop original research questions and hypotheses that contribute to the advancement of business knowledge and practice, demonstrating innovation in both research design and outcomes. Critically assess and integrate contemporary research trends and emerging methodologies, demonstrating the ability to stay at the forefront of business research and apply cutting-edge techniques to current and future challenges in the field.*

Skills:

At the end of the Module the learner will have acquired the following skills:

- *Design, develop, and execute comprehensive research projects using advanced methodologies and analytical techniques. Address complex business research questions by integrating specialized knowledge from multiple disciplines to create innovative solutions and procedures. Demonstrate the ability to navigate and resolve intricate research challenges.*
- *Utilize advanced data analysis techniques and tools to interpret complex datasets, generating actionable insights that inform strategic business decisions. Apply sophisticated analytical methods to derive meaningful conclusions from incomplete or*

ambiguous data, showcasing high-level problem-solving capabilities.

- *Oversee and manage the entire research project lifecycle, including planning, execution, and completion. Ensure that all stages of the project adhere to rigorous timelines, quality standards, and project objectives. Demonstrate leadership and project management skills by coordinating resources and managing challenges effectively.*
- *Create and present clear, coherent, and persuasive reports and presentations. Communicate research findings and recommendations to both specialist and non-specialist audiences. Tailor communication strategies to ensure clarity and impact, effectively engaging diverse stakeholders and facilitating informed decision-making.*
- *Ensure rigorous application of ethical standards and practices throughout the research process. Uphold academic and professional integrity by addressing ethical considerations such as data privacy, consent, and social responsibility. Reflect on the ethical implications of research findings and decisions, maintaining high standards of research quality and compliance.*
- *Perform critical evaluations and analyses with incomplete or limited information to address novel and unfamiliar research challenges. Produce original research outcomes that contribute new knowledge to the field, demonstrating specialized problem-solving skills and innovative thinking.*
- *Develop and adapt new skills in response to emerging knowledge and techniques. Show resilience and adaptability in applying new methodologies and tools, demonstrating leadership in navigating complex and unpredictable research environments.*
- *Integrate interdisciplinary knowledge to address complex research problems, applying theoretical and practical insights from various fields. Demonstrate an ability to synthesize and apply knowledge across disciplines to develop comprehensive and innovative research solutions.*

Module-Specific Learner Skills

Upon completion of the module, learners will demonstrate enhanced abilities in

- *Develop Profound understanding of empirical research methodologies and techniques commonly employed in business research.*
- *Skilfulness in reading, analyzing, and conducting empirical business research, including*

the ability to comprehend research designs, interpret research findings and apply appropriate statistical methods to address business-related research questions or problems

Module-Specific Digital Skills and Competences

Learners will develop digital skills and competencies including

- *Utilizing online resources for research and learning.*
- *Engaging in online collaboration and communication for group projects and discussions.*
- *Creating and delivering presentations using digital tools.*
- *Conducting ethical and responsible online academic practices, including citation and referencing.*

Hours of Total Learning for this Module

- ***Total Contact Hours: 100***

  Contact Hours are hours invested In learning new content under the Direction of a tutor/lecturer e.g. lectures participation in online forums

- ***Supervised Placement and Practice Hours: 100***

  During these hours the learner is supervised, coached, or mentored.

- ***Self-Study Hours: 240***

  Estimated workload of research and study

- ***Assessment Hours: 60***

  Examinations/ presentations/ group work/ projects etc.

- ***Total Number of ECTS of this Module/Unit:20 ECTS***

Total Learning Hours of this Module: 500 Hours

Pedagogy for this Module

The Business Research Project (dissertation) module entails leading students through the steps of formulating, researching, and composing an innovative academic paper that enriches the domain of business administration. Here's an overview of how this module could be approached:

- ***Research Orientation and Planning:** At the outset, students are introduced to the objectives, requirements, and timeline of the dissertation module. They receive guidance on selecting a research topic, formulating research questions, and developing a research proposal outlining the scope and methodology of their study.*
- ***Research Methods and Literature Review:** Students are instructed in various research methods and techniques relevant to business research, such as quantitative analysis, qualitative methods, case studies, or mixed-method approaches. They learn how to conduct a comprehensive literature review to identify existing scholarship, theoretical frameworks, and gaps in the literature that their dissertation will address.*
- ***Supervision and Support:** Each student is assigned a dissertation supervisor who provides guidance, feedback, and support throughout the research process. Supervisors help students refine their research questions, develop research designs, and navigate challenges encountered during data collection and analysis.*
- ***Data Collection and Analysis:** Students collect data using appropriate research methods and techniques, such as surveys, interviews, observations, or archival research. They analyse their data using relevant statistical or qualitative analysis software, interpreting findings in the context of existing literature and theoretical frameworks.*
- ***Writing and Presentation Skills:** Students receive instruction in academic writing, including structuring a dissertation, citing sources correctly, and writing clearly and persuasively. They learn how to organize their findings into coherent chapters, present arguments logically, and draw conclusions based on their research findings.*
- ***Peer Feedback and Review**: Students participate in peer review workshops or seminars where they share drafts of their dissertation chapters with classmates for feedback and critique. This process helps students refine their ideas, improve the clarity and coherence of their writing, and address any weaknesses in their arguments.*
- ***Ethical Considerations**: Students learn about ethical considerations in research, including obtaining informed consent, protecting participants' confidentiality, and ensuring the integrity and validity of their findings. They are encouraged to conduct their*

research ethically and responsibly, adhering to professional standards and guidelines.

- ***Presentation:*** *Towards the end of the module, students present their dissertation findings to their peers, supervisors, and academic assessors in a formal defense or viva voce examination. They respond to questions and critiques, demonstrating their understanding of the research process and the significance of their findings.* Assessment Components.

Assessment Weightings:

- *Dissertation: 100%*
- *Word Count: 10,000-12,000 Words*
- *Pass Mark: 50%*

1. ***Explanation of Criteria:***

- *Research Problem and Objectives*
- *Clarity and Focus: Defines research problems and objectives, demonstrating their relevance to business studies and originality in approach.*
- *Critical Insight: Shows deep understanding of the research problem, and provides justification for its significance and originality.*

2. ***Literature Review***

- *Comprehensive Engagement: Critically engages with relevant literature, identifying gaps and synthesizing research to create a foundation for the dissertation's contribution.*
- *Synthesis and Contribution: Demonstrates how the review of existing research contributes to both theory and practice.*
- *Research Methodology and Ethical Considerations*
- *Methodological Rigor: Applies rigorous and appropriate research methods aligned with objectives.*
- *Ethical Integrity: Demonstrates adherence to ethical research practices, such as*

transparency, data integrity, and informed consent.

- *Practical Relevance, Contribution, and Significance*
- *Practical Impact: Assesses how research findings will impact industry practices or policy-making.*
- *Contribution to Practice: Demonstrates how the research provides solutions to real-world problems or advances practical applications.*

3. ***Findings and Discussion***

- *Data Analysis: Provides insightful analysis of research findings and critical engagement with the research objectives.*
- *Critical Discussion: Reflects on the findings, discussing their broader implications and limitations.*
- *Conclusions and Recommendations*
- *Logical Conclusions: Draws conclusions clearly supported by findings and provides actionable recommendations*

4. ***Conclusions and Recommendations***

- *Logical Conclusions: Draws conclusions clearly supported by findings and provides actionable recommendations.*
- *Future Research: Identifies areas where further research is required, acknowledging the scope and limitations of the study.*

5. ***Quality of Writing and Presentation***

- *Clarity and Coherence: Ensures logical, clear, and professional writing and presentation, paying attention to formatting and organization.*

6. ***Oral Defense and Communication Skills***

- *Effective Communication: Demonstrates strong verbal communication during the* *defense, engaging with feedback and defending the methodology and findings*

Reading List

- *Mark Saunders and Philip Lewis (2023). Research Methods for Business Students. Pearson*
- *Dr. J. Mexon & Dr. A. Ananda Kumar (2020). Business Research Methods, Skyfox Publishing Group Skyfox Press*
- *Schindler Pamela (2021). Business Research Methods. McGraw Hill*
- *Roger Bougie and Uma Sekaran (2019). Research Methods for Business: A Skill Building Approach. Wiley*
- *Sergey K. Aityan, (2022). Business Research Methodology, Springer*
- *Bryman, Alan and Emma Bell (2015). Business Research Methods (4th ed.). Oxford: Oxford University Press*
- *Chilsa, B. (2012) Indigenous Research Methodologies. London: Sage*

Suggested Research Oriented reading:

- *John W. Creswell, J. David Creswell (2018). Research Design: Qualitative, Quantitative, and Mixed Methods Approaches. Sage Publications*
- *Cheryl N. Poth and John W. Creswell (2024). Qualitative Inquiry and Research Design Choosing Among Five Approaches. Sage Publications*
- *John W. Creswell and Vicki L. Plano Clark (2017). Designing and Conducting Mixed Methods Research. Sage Publications*
- *Johanna Creswell Baez and John W. Creswell (2020). 30 Essential Skills for the Qualitative Researcher. Sage Publication*
- *Piekkari, R. and Welch, C. (2011, Eds.): Rethinking the Case Study in International Business and Management Research, Cheltenham, UK: Edward Elgar*
- *Marschan-Piekkari, R. and Welch, C. (2004, Eds.): Handbook of Qualitative Research Methods for International Business, Cheltenham, UK and Northampton, MA: Edward Elgar*
- *Neuman, W.L. (2011) Social research methods: qualitative and quantitative approaches.*

Boston and London: Pearson Education.

- *Denzin, N.K., Lincoln Y.S., and Tuhiwai Smith, L. (2008, Eds.) Handbook of Critical and Indigenous Methodologies London: Sage*
- *Hantrais, Linda (2009). International Comparative Research: Theory, Methods and Practice. Basingstoke and New York: Palgrave*
- *Gary J. Burkholder, Kimberley A. Cox, Linda M. Crawford and Hitchcock John (2019). Research Design and Methods: An Applied Guide for the Scholar-Practitioner. Sage Publications*
- *Jeroen van den Eijnde, Peter Joore and Guido Stompff (2022). Applied Design Research. Taylor and Francis*
- *Herman Aguinis (2024). Research Methodology: Best Practices for Rigorous, Credible, and Impactful Research. Sage Publications*
- *David Evans, Paul Gruba, and Justin Zobel (2014). How to Write a Better Thesis. Springer*
- *C. George Thomas (2021). Research Methodology and Scientific Writing. Springer Project*