

SEVERN BUSINESS COLLEGE

EAI Doctorate in Business Administration

Course Handbook

Qualification
EAI Doctorate in Business Administration

MQF Level
8

Total Learning Hours
4500

ECTS
180

Course Structure

EAI Doctorate in Business Administration			
Unit Ref No.	**Unit Title**	**Unit level**	**ECTS**
M720	Strategic Financial Management	8	10
M734	Entrepreneurshi p and Innovation	8	10
M735	Strategic Marketing	8	10
M736	Globalisation and Corporate Governance	8	10
M803	Developing Strategic Management and Leadership Potential	8	10
M804	Developing Research Capability	8	10
M805	Advanced Research Design and Methodologies	8	10
M806	Research and Dissertation	8	110

UNIT SPECIFICATIONS

Unit Title
Strategic Financial Management

Level
8

Learning Time Hours
250

ECTS
10

Module Overview
This module enables learners to apply financial principles relevant to management within an organisational context. Students will develop proficiency in analytical techniques and theories of management accounting, evaluation of budgetary processes, assessment of funding sources, and appraisal of investment options. The module emphasises the strategic application of financial management principles to support organisational decision-making and performance optimisation.

Learning Outcomes
Competences:
Upon successful completion of this module, learners will demonstrate the responsibility and autonomy to:

- Apply principles and theories of financial and managerial accounting to develop and implement innovative financial strategies
- Utilise various costing methods to create effective cost control and pricing policies within an organisational context
- Manage budgetary processes and techniques, ensuring effective budget monitoring and evaluation to support strategic financial goals
- Advise on different sources of financial resources and assess their implications for organisational funding and financial strategy
- Lead projects in managing working capital and appraising investment options to optimise financial performance and strategic growth
- Integrate information and communication technology in financial management to enhance decision-making and drive financial innovation

Knowledge:
Upon successful completion of this module, learners will have engaged with:

- Critical evaluation of principles and theories of financial and managerial accounting to contribute to knowledge and understanding in the field
- Advanced costing methodologies and their application in cost control and pricing strategies, impacting both academic research and practical implementation
- Complex budgetary processes and techniques to develop approaches in budget monitoring, evaluation, and strategic financial planning
- Diverse sources of financial resources to formulate innovative funding strategies that address complex organisational needs
- Advanced techniques for managing working capital and critical evaluation of investment options to optimise financial performance and contribute to the development of innovative financial management strategies
- Integration of information and communication technology in financial management to refine practices and drive technological advancements
- Design of financial models or techniques that address complex financial challenges, contributing to the advancement of strategic financial management
- Synthesis and critical evaluation of existing financial theories to develop and propose financial strategies that extend or refine current knowledge and practices

Skills:

Upon successful completion of this module, learners will have developed:

- Capability to develop innovative financial models to support strategic decision-making under varying economic conditions
- Proficiency in conducting in-depth financial analysis to identify trends, opportunities, and risks for business growth
- Competence to create and implement robust budgeting and forecasting systems to optimise resource allocation and performance measurement
- Ability to evaluate alternative funding sources and investment proposals based on strategic objectives and risk tolerance
- Skills in applying advanced Excel functionalities to develop sophisticated financial tools for strategic planning and control

Module-Specific Learner Skills

In addition to the core programme skills outlined in Section B, learners will demonstrate enhanced abilities in:

- Analytical skills in financial statement analysis and ratio interpretation, developed through practical applications and case studies
- Critical thinking skills for evaluating financial strategies and investment decisions, refined through real-world scenarios and simulations
- Communication skills for presenting findings and recommendations effectively, practised through presentations and written assignments
- Time management and organisational skills for managing complex financial tasks, developed through structured assignments and project work

Module-Specific Digital Skills and Competences

Beyond the digital competencies outlined in Section B, learners will develop:

- Proficiency in using Excel for financial analysis, budgeting, and forecasting, with hands-on exercises integrated into the curriculum
- Ability to utilise online resources and databases for research purposes, supported through access to digital libraries and online platforms
- Competence in navigating and participating in virtual learning environments and online collaboration tools, facilitated through interactive sessions and group projects
- Familiarity with financial modelling software for scenario analysis and decision-making, with practical applications embedded in the curriculum

Module Workload

Component	Hours
Total Contact Hours	100
Supervised Placement and Practice Hours	0
Self-Study Hours	145
Assessment Hours	5

Component	Hours
Total Learning Hours	250
ECTS Credits	10

Contact Hours: Structured learning activities under the direction of a lecturer/tutor, including lectures, seminars, and participation in online forums.
Self-Study Hours: Independent research, reading, and preparation activities.
Assessment Hours: Time allocated for examinations, presentations, group work, and project submissions.

Pedagogy
This module employs a blended learning approach incorporating:

- Lectures: Structured delivery of financial management theories, principles, and analytical frameworks
- Case Studies: Real-world examples illustrating the application of financial management concepts to organisational contexts
- Group Discussions: Facilitated dialogue to encourage critical thinking and collaborative problem-solving
- Practical Exercises: Hands-on activities developing competence in financial analysis, budgeting, and investment appraisal
- Digital Learning Tools: Integration of the institution's Virtual Learning Environment (VLE), online discussion forums, virtual collaborative platforms, online simulations, and financial modelling software to enhance learning experiences and provide practical, hands-on opportunities

The pedagogical approach ensures a balance between theoretical concepts and practical applications, preparing students for professional practice in financial management.

Assessment Strategy
Assessment Weightings:

- Assignment: 50%
- Presentation: 30%
- Examination: 20%

Assessment Methods:

- Assignment (50%): Students will analyse case studies, prepare financial reports, and develop strategic recommendations based on real-world scenarios, demonstrating their ability to apply financial management principles to complex organisational situations
- Presentation (30%): Students will present their findings and insights on specific financial management topics using digital presentation tools, demonstrating professional communication skills and the ability to articulate complex financial concepts to diverse audiences
- Examination (20%): The examination will assess theoretical understanding, analytical capabilities, and application of concepts through questions related to real-world scenarios, evaluating students' ability to integrate knowledge and apply critical thinking to financial decision-making

Digital learning tools, including online assessment platforms and presentation software, will be utilised throughout the assessment process.

Pass Mark: 50%

Reassessment Policy:
Students who do not achieve the required standard are afforded one opportunity for reassessment.

- Process: Reassessment typically involves resubmission of assignments, retaking examinations, or revision of project reports
- Timing: Reassessments are scheduled according to the academic calendar, with specific deadlines communicated to affected students
- Support: Additional academic support, including individual tutorials and skills workshops, is provided to assist students in addressing identified areas for development and preparing effectively for reassessment

Essential Reading
Core Texts:

- Atrill, P., & McLaney, E. (2006). *Accounting & Finance for Non-Specialists* (5th ed.). FT Prentice Hall.
- Chaffey, D., Bocij, P., Greasley, A., & Hickie, S. (2006). *Business Information Systems: Technology, Development and Management for the E-Business* (3rd ed.). Financial Times Prentice Hall/Pearson Education.

- Correia, C., Flynn, D., & Uliana, E. (2019). *Strategic Financial Management: European Cases*. Routledge.
- Raunio, E., & Puttonen, V. (2019). *Strategic Financial Management: Theory and Practice*. Emerald Group Publishing.

Additional Reading:

- Atrill, P., & McLaney, E. (2006). *Management Accounting for Decision Makers*. Prentice Hall.
- Berk, J., & DeMarzo, P. (2007). *Corporate Finance*. Pearson.
- Brealey, R., Myers, S., & Marcus, A. (2007). *Fundamentals of Corporate Finance*. McGraw Hill Irwin.
- Cox, D., & Fardon, M. (1997). *Management of Finance*. Osborne Books.
- Drury, C. (2009). *Management Accounting for Business* (4th ed.). Cengage Learning EMEA.
- Lumby, S., & Jones, C. (2000). *The Fundamentals of Investment Appraisal*. Thomson Learning.
- Monden, Y. (1995). *Cost Reduction Systems: Target Costing and Kaizen Costing*. Productivity Press.
- Marsh, C. (2009). *Mastering Financial Management*. FT Prentice Hall.
- Van Horne, J., & Wachowicz, J. (2009). *Fundamentals of Financial Management*. FT Prentice Hall.
- White, G. I., Sondhi, A. C., & Fried, D. (2003). *The Analysis and Use of Financial Statements* (3rd ed.). John Wiley and Sons.

Research-Oriented Reading:

- Geyer-Klingeberg, J., Hang, M., & Rathgeber, A. (2020). Corporate financial hedging and firm value: A meta-analysis. *The European Journal of Finance*, 27(6), 461–485. https://doi.org/10.1080/1351847X.2020.1816559
- Grossi, G., & Argento, D. (2022). The fate of accounting for public governance development. *Accounting, Auditing & Accountability Journal*, 35(1), 272-303. https://doi.org/10.1108/AAAJ-11-2020-5001
- Berg, T., Johanson, D., & Madsen, D. Ø. (2024). Budgetary control and beyond budgeting from a historical perspective: Insights from re-visiting the 1922 book by James O. McKinsey. *Management & Organisational History*, 1–17. https://doi.org/10.1080/17449359.2024.2371333
- Atkinson, H. (2006). Strategy implementation: A role for the balanced scorecard? *Management Decision*, 44(10), 1441-1460. https://doi.org/10.1108/00251740610715740
- Busenbark, J., Semadeni, M., Arrfelt, M., & Withers, M. (2021). Corporate-level influences on internal capital allocation: The role of financial analyst performance projections. *Strategic Management Journal*, 43(2). https://doi.org/10.1002/smj.3331
- Graham, J. R., & Harvey, C. R. (2001). The theory and practice of corporate finance: Evidence from the field. *Journal of Financial Economics*, 60(2-3), 187-243. http://dx.doi.org/10.1016/S0304-405X(01)00044-7

UNIT SPECIFICATIONS

Unit Title
Entrepreneurship and Innovation

Level
8

Learning Time Hours
250

ECTS
10

Module Overview
This module introduces learners to the fundamental business processes and strategies related to enterprise and entrepreneurship. Students will develop knowledge of entrepreneurship within global contexts, exploring the nature, characteristics, and challenges of entrepreneurial ventures whilst acquiring the skills and attributes required for entrepreneurial success.

Learning Outcomes
Competences:
Upon successful completion of this module, learners will demonstrate the responsibility and autonomy to:

- Manage the development and implementation of original entrepreneurial strategies by understanding the nature, characteristics, and challenges of entrepreneurship and identifying the skills and attributes required for success
- Evaluate and advise on different types of innovation to drive business growth and enhance competitiveness, incorporating strategic thinking
- Guide the selection, development, and implementation of innovative ideas by applying advanced tools and techniques for creative problem-solving and leading entrepreneurial projects

Knowledge:
Upon successful completion of this module, learners will have engaged with:

- Critical assessment of various types of innovation, including product development, market development, and business model innovations, exploring their impact on entrepreneurial success and current practices
- Tools and techniques for idea development (including lateral thinking, visioning, and problem-solving techniques) that contribute to the creation of innovative business models, advancing entrepreneurship research
- The role of market research, intellectual property rights, and business planning in driving entrepreneurial innovation through application of research methodologies
- Comprehensive business planning by critically analysing and synthesising elements such as mission, vision, objectives, organisational structures, funding sources, and legal formats, contributing to the evolution of entrepreneurial strategies
- Advanced strategies for effective presentations, negotiation, and overcoming entrepreneurial challenges, integrating contemporary research to enhance business practices and contribute insights to the field

Skills:
Upon successful completion of this module, learners will have developed:

- Strategic thinking and entrepreneurial capabilities to design innovative business strategies and solutions in complex environments
- Creative and innovative thinking abilities to generate and develop original business ideas that address emerging market needs
- Proficiency in market research and analysis techniques to assess market feasibility and evaluate competitive landscapes for new ventures
- Skills to prepare and deliver effective presentations to communicate business plans and ideas convincingly to stakeholders and potential investors
- Advanced negotiation competencies to secure funding and establish strategic partnerships in entrepreneurial ventures

Module-Specific Learner Skills
In addition to the core programme skills outlined in Section B, learners will demonstrate enhanced abilities in:

- Entrepreneurial skills, including strategic thinking, communication, negotiation, decision-making, and problem-solving
- Creative and innovative thinking for generating and developing business ideas
- Market research and analysis for assessing market feasibility and competition
- Presentation skills for effectively communicating business plans and ideas to stakeholders
- Negotiation skills for securing funding and partnerships in entrepreneurial ventures

Module-Specific Digital Skills and Competences
Beyond the digital competencies outlined in Section B, learners will develop:

- Proficiency in utilising digital platforms for collaborative brainstorming and idea generation
- Ability to conduct online market research and analysis using digital tools and databases
- Skills in using presentation software and virtual communication tools for pitching business ideas
- Competence in navigating online resources for legal and regulatory information related to entrepreneurship
- Familiarity with online collaboration platforms for networking and partnership opportunities

Module Workload

Component	Hours
Total Contact Hours	100
Supervised Placement and Practice Hours	0
Self-Study Hours	145
Assessment Hours	5
Total Learning Hours	250
ECTS Credits	10

Contact Hours: Structured learning activities under the direction of a lecturer/tutor, including lectures, workshops, and participation in online forums.
Self-Study Hours: Independent research, reading, and preparation activities.
Assessment Hours: Time allocated for examinations, presentations, group work, and project submissions.

Pedagogy
This module employs a practice-oriented learning approach incorporating:

- Lectures: Structured delivery of entrepreneurship theories, innovation frameworks, and business planning principles
- Workshops: Hands-on sessions focused on practical application of entrepreneurial tools and techniques
- Case Studies: Real-world examples illustrating entrepreneurial challenges, innovations, and success stories
- Interactive Discussions: Facilitated dialogue to encourage creative thinking and peer-to-peer learning
- Practical Exercises: Application-based activities developing competence in business planning and entrepreneurial problem-solving
- Simulations: Entrepreneurial scenarios providing hands-on practice in decision-making and strategy development
- Digital Learning Tools: Integration of online collaboration platforms, virtual incubators, and entrepreneurial simulations to enhance learning experiences and provide practical experience

Assessment Strategy
Assessment Weightings:

- Assignment: 40%
- Presentation: 30%
- Examination: 30%

Assessment Methods:

- Assignment (40%): Students will develop comprehensive business plans, analyse entrepreneurial case studies, and solve entrepreneurial challenges, demonstrating their ability to apply theoretical concepts to practical business situations
- Presentation (30%): Students will pitch their business ideas and plans to a panel of stakeholders, demonstrating professional communication skills and the ability to articulate value propositions convincingly
- Examination (30%): The examination will assess theoretical understanding, analytical capabilities, and application of concepts through structured questions and scenario-based problems addressing entrepreneurship principles, innovation strategies, and business planning

Digital learning tools, including online assessment platforms and presentation software, will be utilised throughout the assessment process.

Pass Mark: 50%

Reassessment Policy:
Students who do not achieve the required standard are afforded one opportunity for reassessment.

- Process: Reassessment typically involves resubmission of assignments, retaking examinations, or revision of project reports
- Timing: Reassessments are scheduled according to the academic calendar, with specific deadlines communicated to affected students
- Support: Additional academic support, including individual tutorials and skills workshops, is provided to assist students in addressing identified areas for development and preparing effectively for reassessment

Essential Reading
Core Texts:

- Burns, P. (2007). *Entrepreneurship and Small Business*. Palgrave.
- Barrow, P. (2008). *The Best-Laid Business Plans*. Virgin.
- Bently, L. (2008). *Intellectual Property Law*. Oxford University Press.
- Ford, B. R., Bornstein, J. M., Pruitt, P. T., & Young, E. (2010). *The Ernst & Young Business Plan Guide*. John Wiley & Sons.
- Green, J. (2005). *Starting Your Own Business*. How to Books.
- Jones, P. (2007). *Tycoon*. Hodder and Stoughton.
- Mair, J. (2006). *Social Entrepreneurship*. Palgrave Macmillan.
- Mawson, A. (2008). *The Social Entrepreneur: Making Communities Work*. Atlantic Books.
- Rae, D. (2007). *Entrepreneurship: From Opportunity to Action*. Palgrave Macmillan.
- Reuvid, J. (2006). *Start-Up and Run Your Own Business*. Kogan Page.
- Stokes, D., & Wilson, N. (2006). *Small Business Management and Entrepreneurship*. Thomson.
- World Intellectual Property Organisation (WIPO). (2012). *The Enforcement of Intellectual Property Rights: A Case Book*. Retrieved from http://www.wipo.int/edocs/pubdocs/en/intproperty/791/wipo_pub_791.pdf

Additional Reading:

- Barringer, B. R., & Ireland, R. D. (2020). *Entrepreneurship: Successfully Launching New Ventures*. Pearson.
- Read, S., Sarasvathy, S., Dew, N., Wiltbank, R., & Ohlsson, A.-V. (2021). *Effectual Entrepreneurship*. Routledge.
- Barringer, B. R., & Ireland, D. (2009). *Entrepreneurship: Successfully Launching New Ventures*. Pearson Education.
- Alinsky, S. D. (1999). *Rules for Radicals*. Random House.
- Burgh, B. (2007). *The Go-Giver*. Portfolio Hardcover.
- Claxton, G. (2000). *Hare Brain, Tortoise Mind: How Intelligence Increases When You Think Less*. Ecco.
- Gittomer, J. (2003). *The Sales Bible: The Ultimate Sales Resource*. John Wiley & Sons.
- Gladwell, M. (2002). *The Tipping Point: How Little Things Can Make a Big Difference*. Back Bay Books.
- Godin, S. (2008). *Tribes*. Piatkus.
- Kirby, D. (2002). *Entrepreneurship*. McGraw-Hill Higher Education.
- Mawson, A. (2008). *The Social Entrepreneur: Making Communities Work*. Atlantic Books.
- Vaynerchuk, G. (2009). *Crush It! Why Now Is the Time to Cash in on Your Passion*. Harper Studio.
- Weinberg, T. (2009). *The New Community Rules: Marketing on the Social Web*. O'Reilly Media.
- West, C. (2008). *Think Like an Entrepreneur: Your Psychological Toolkit of Success*. Prentice Hall.

UNIT SPECIFICATIONS

Unit Title
Strategic Marketing

Level
8

Learning Time Hours
250

ECTS
10

Module Overview
This module develops learners' understanding of the concepts, methods, and technical aspects of strategic marketing, alongside the challenges associated with marketing in contemporary business environments. Students will explore how marketing strategy integrates product development, promotion, distribution, pricing, relationship management, and other essential elements to achieve organisational objectives in dynamic markets.

Learning Outcomes
Competences:
Upon successful completion of this module, learners will demonstrate the responsibility and autonomy to:

- Create comprehensive strategic marketing plans by integrating various elements such as product development, promotion, distribution, pricing, and relationship management
- Manage the analysis and application of strategic marketing concepts across diverse organisational contexts, demonstrating autonomy and high-level responsibility
- Guide the critical evaluation and selection of competitive strategic marketing strategies in response to dynamic market environments, showcasing strategic thinking and advanced decision-making skills
- Lead the development of innovative marketing solutions to address complex business challenges and drive organisational growth
- Supervise and collaborate with teams to implement strategic marketing plans effectively, ensuring alignment with organisational objectives
- Advise on strategic marketing initiatives and negotiate with key stakeholders to secure buy-in and resources for innovative marketing projects
- Critically evaluate and select competitive strategic marketing strategies in response to dynamic market environments, showcasing strategic thinking and decision-making capabilities

Knowledge:
Upon successful completion of this module, learners will have engaged with:

- Critical assessment of strategic marketing concepts, methods, and technical aspects, contributing research that expands the boundaries of marketing knowledge and theory
- Development of marketing theories and practices by critically analysing the interplay between strategic marketing and organisational dynamics, thereby advancing the marketing discipline

- Digital and online marketing strategies through critical evaluation of their impact on broader strategic marketing frameworks, contributing to developments and emerging trends in the field
- Advanced marketing strategies by critically analysing and synthesising diverse marketing concepts across various organisational contexts, leading to the development of impactful approaches in strategic marketing
- Sophisticated processes for strategic marketing planning, analysis, and execution, introducing insights, frameworks, and methodologies that advance current marketing practices
- SMART (Specific, Measurable, Achievable, Relevant, Time-bound) strategic marketing objectives within research contexts, advancing portfolio analysis techniques and refining strategic marketing practices
- Critical evaluation of internal, external, competitive, and stakeholder environments to identify and develop opportunities for marketing strategies that address complex market challenges
- Innovative practices within organisational constraints by integrating relationship marketing and strategic alternatives into research-based frameworks, contributing to the development of strategic marketing models
- Research contributing to the development of marketing theories by critically evaluating and selecting competitive strategic marketing strategies in response to dynamic and evolving market conditions
- Approaches to market segmentation, targeting, branding, and positioning strategies, grounded in rigorous research, to advance marketing theory and practical application
- Development and execution of integrated marketing mix strategies, emphasising research-driven insights that challenge and refine existing practices in the field
- Key factors influencing the successful implementation of marketing strategies and resource allocation, developing best practices that enhance the effectiveness and efficiency of strategic marketing initiatives
- Marketing strategies based on comprehensive evaluations of their effectiveness, contributing to the ongoing advancement and refinement of strategic marketing knowledge and practice

Skills:

Upon successful completion of this module, learners will have developed:

- Advanced analytical capabilities to critically evaluate strategic marketing concepts and practices within complex business environments
- Competence to plan and devise comprehensive marketing strategies aligned with organisational objectives, demonstrating advanced strategic thinking
- Effective communication skills to articulate marketing strategies and recommendations persuasively to diverse stakeholders
- Innovative problem-solving abilities to address complex marketing challenges in dynamic business contexts
- Skills to leverage digital marketing channels and technologies to gain strategic advantages and implement contemporary marketing strategies
- Collaborative competencies to work effectively with stakeholders in developing and implementing marketing strategies, showcasing strong teamwork and leadership abilities

Module-Specific Learner Skills

In addition to the core programme skills outlined in Section B, learners will demonstrate enhanced abilities in:

- Proficiency in utilising digital marketing tools and platforms
- Analytical skills for interpreting digital marketing metrics and insights
- Competence in developing digital marketing strategies and campaigns
- Familiarity with online collaboration and communication tools
- Ability to integrate digital technologies into strategic marketing initiatives effectively
- Understanding of emerging trends and best practices in digital marketing

Module-Specific Digital Skills and Competences

Beyond the digital competencies outlined in Section B, learners will develop:

- Proficiency in utilising online resources for research and learning
- Competence in engaging in online collaboration and communication for group projects and discussions
- Skills in creating and delivering presentations using digital tools
- Understanding of ethical and responsible online academic practices, including citation and referencing

Module Workload

Component	Hours
Total Contact Hours	100
Supervised Placement and Practice Hours	0

Component	Hours
Self-Study Hours	145
Assessment Hours	5
Total Learning Hours	250
ECTS Credits	10

Contact Hours: Structured learning activities under the direction of a lecturer/tutor, including lectures, workshops, and participation in online forums.
Self-Study Hours: Independent research, reading, and preparation activities.
Assessment Hours: Time allocated for examinations, presentations, group work, and project submissions.

Pedagogy
This module employs a blended learning approach incorporating:

- Lectures: Structured delivery of strategic marketing concepts, theories, and frameworks
- Interactive Workshops: Hands-on sessions focused on practical application of marketing tools and techniques
- Case Studies: Real-world examples illustrating strategic marketing challenges and solutions across various industries
- Group Discussions: Facilitated dialogue to encourage critical thinking and peer-to-peer learning
- Guest Lectures: Industry experts providing insights into contemporary marketing practices and real-world applications
- Digital Learning Tools: Integration of online platforms for accessing course materials, virtual classrooms for real-time discussions, multimedia presentations, and simulation tools to facilitate active engagement and practical application of strategic marketing concepts
- Assignments and Projects: Activities designed to encourage critical thinking, creativity, and strategic application of marketing principles

Assessment Strategy
Assessment Weightings:

- Presentation: 30%
- Case Study Analysis: 30%
- Marketing Plan Development (Group Project): 40%

Assessment Methods:

- Presentation (30%): Students will present strategic marketing concepts, campaign proposals, or market analyses, demonstrating professional communication skills and the ability to articulate complex marketing strategies persuasively to diverse audiences
- Case Study Analysis (30%): Students will analyse real-world marketing scenarios, identifying strategic issues, evaluating alternative approaches, and proposing evidence-based recommendations that demonstrate critical thinking and application of marketing frameworks
- Marketing Plan Development - Group Project (40%): Working collaboratively, students will develop comprehensive marketing plans that integrate market analysis, strategic objectives, segmentation and targeting strategies, positioning, and integrated marketing mix recommendations, demonstrating their ability to apply strategic marketing principles in complex organisational contexts

Digital learning tools, including online submission platforms, video conferencing for presentations, and collaborative document editing tools, will be utilised throughout the assessment process.

Pass Mark: 50%

Reassessment Policy:
Students who do not achieve the required standard are afforded one opportunity for reassessment.

- Process: Reassessment typically involves resubmission of assignments, retaking examinations, or revision of project reports
- Timing: Reassessments are scheduled according to the academic calendar, with specific deadlines communicated to affected students
- Support: Additional academic support, including individual tutorials and skills workshops, is provided to assist students in addressing identified areas for development and preparing effectively for reassessment

Essential Reading

Core Texts:

- Armstrong, G., Piercy, N., & Malnight, T. (2019). *Contemporary Issues in Strategic Marketing*. Routledge.
- Keller, K. L., & Aperia, T. (2020). *Strategic Brand Management: A European Perspective*. Pearson Education.
- Aaker, D. A., & McLoughlin, D. (2010). *Strategic Market Management: Global Perspectives*. John Wiley & Sons.
- Proctor, C. (2014). *Strategic Marketing: An Introduction*. Routledge.

Additional Reading:

- Bradley, F. (2005). *International Marketing Strategy*. Prentice Hall.
- Best, R. J. (2009). *Market-Based Management: Strategies for Growing Customer Value and Profitability* (5th ed.). Prentice Hall.
- Chernev, A. (2009). *Strategic Marketing Management* (5th ed.). Brightstar Media.
- Hastings, H., & Saperstein, J. (2007). *Improve Your Marketing to Grow Your Business*. Wharton School Publishing.
- Hooley, G., Saunders, J., Piercy, N. F., & Nicoulaud, B. (2007). *Marketing Strategy and Competitive Positioning* (4th ed.). Financial Times/Prentice Hall.
- Kotler, P., & Armstrong, G. (2008). *Principles of Marketing* (13th ed.). Prentice Hall.
- Kotler, P., & Keller, K. L. (2008). *A Framework for Marketing Management*. Pearson Education.
- Lambin, J. J. (2007). *Market Driven Management: Strategic and Operational Marketing* (2nd ed.). Palgrave Macmillan.
- McDonald, M. (2007). *Malcolm McDonald on Marketing Planning: Understanding Marketing Plans and Strategy*. Kogan Page.
- Mukerjee, K. (2007). *Customer Relationship Management: A Strategic Approach to Marketing*. Prentice Hall of India.
- Mullins, J., Walker, O. C., & Boyd, H. W. (2009). *Marketing Management: A Strategic Decision-Making Approach* (7th ed.). McGraw-Hill Higher Education.
- Palmer, R., Cockton, J., & Cooper, G. (2009). *Managing Marketing: Marketing Success Through Good Management Practice*. Butterworth-Heinemann.
- Tollin, K., & Carù, A. (Eds.). (2008). *Strategic Market Creation: A New Perspective on Marketing and Innovation Management*. John Wiley and Sons.
- Winer, R., & Dhar, R. (2010). *Marketing Management* (4th ed.). Pearson Education.

Research-Oriented Reading:

- Purchase, S., & Volery, T. (2020). Marketing innovation: A systematic review. *Journal of Marketing Management*, 36(9–10), 763–793. https://doi.org/10.1080/0267257X.2020.1774631
- Katsikeas, C., Leonidou, L., & Zeriti, A. (2020). Revisiting international marketing strategy in a digital era: Opportunities, challenges, and research directions. *International Marketing Review*, 37(3), 405-424.
- Varadarajan, R. (2020). Customer information resources advantage, marketing strategy and business performance: A market resources based view. *Industrial Marketing Management*, 89, 89-97.
- Paul, J. (2020). Marketing in emerging markets: A review, theoretical synthesis and extension. *International Journal of Emerging Markets*, 15(3), 446-468.
- Eriksson, T., Bigi, A., & Bonera, M. (2020). Think with me, or think for me? On the future role of artificial intelligence in marketing strategy formulation. *The TQM Journal*, 32(4), 795-814.

UNIT SPECIFICATIONS

Unit Title

Globalisation and Corporate Governance

Level

8

Learning Time Hours

250

ECTS

10

Module Overview

This module equips learners with a comprehensive understanding of the role of research in addressing contemporary business challenges. Students will develop the capability to critically evaluate existing scholarly literature and construct evidence-based arguments for further research within the context of globalisation and corporate governance.

Learning Outcomes

Competences:

Upon successful completion of this module, learners will demonstrate the responsibility and autonomy to:

- Lead comprehensive analyses of globalisation and its impact on corporate governance by managing complex research projects and employing advanced analytical frameworks, including PESTLE analysis, to generate original insights
- Guide critical evaluations of multinational corporations and international institutions' roles and responsibilities within the global economy, ensuring thorough understanding of global financial stability and corporate values through rigorous research methodologies
- Critically assess social, cultural, ethical, and moral dimensions of global business contexts, including diversity, equal opportunities, and corporate social responsibility, whilst proposing innovative, evidence-based solutions
- Apply and adapt corporate governance principles—encompassing board responsibilities, transparency, disclosure, and ethical conduct—to develop and implement innovative governance frameworks and practices
- Direct research initiatives addressing contemporary global business challenges, contributing original solutions and strategic recommendations for advancing corporate governance practice

Knowledge:

Upon successful completion of this module, learners will have engaged with:

- Advanced PESTLE analysis methodologies for assessing international business environments, generating critical insights into global market dynamics, economies of scale, and strategic planning at an international level
- Theoretical frameworks examining the roles of multinational corporations and international institutions (including the WTO, World Bank, IMF, OECD, and G-20) in promoting and maintaining global financial stability, supported by contemporary research advancing the field
- Current understanding of social, cultural, ethical, and moral dimensions within global business contexts, including diversity, equal opportunities, and corporate social responsibility, through engagement with research that establishes best practices and benchmarks for ethical business conduct
- Corporate governance principles through critical analysis, with emphasis on board responsibilities, transparency, disclosure, and ethical behaviour, exploring forward-thinking approaches that advance theoretical and practical understanding
- Research methodologies for analysing globalisation's effects on corporate governance structures, challenging existing paradigms and developing innovative governance solutions tailored to the global business landscape
- Contemporary research insights on globalisation and their implications for corporate governance practices, contributing to the advancement and refinement of governance models and strategies
- Innovative governance frameworks informed by critical assessment of global trends, advancing knowledge frontiers in corporate governance and influencing future international business practices

Skills:

Upon successful completion of this module, learners will have developed:

- Advanced analytical capabilities to evaluate globalisation's impact on corporate governance and develop innovative business practices
- Critical thinking skills to assess social, cultural, ethical, and moral issues within the global business environment and formulate strategic solutions
- Enhanced communication proficiency to articulate complex global business concepts and corporate governance principles effectively to diverse stakeholder groups
- Research competencies to investigate contemporary issues in globalisation and corporate governance and propose innovative governance strategies
- Strategic design skills to create governance frameworks that address globalisation challenges whilst aligning with ethical and sustainable business principles
- Professional reporting and presentation abilities to communicate research findings on globalisation and corporate governance, emphasising innovative approaches and strategic insights

Module-Specific Learner Skills

In addition to the core programme skills outlined in Section B, learners will demonstrate enhanced abilities in:

- Analytical evaluation of globalisation's impact on corporate governance and business practices
- Critical assessment of social, cultural, ethical, and moral dimensions within the global business environment
- Professional communication of complex global business concepts and corporate governance principles
- Research methodologies for exploring contemporary issues and proposing solutions in globalisation and corporate governance

Module-Specific Digital Skills and Competences

Beyond the digital competencies outlined in Section B, learners will develop:

- Proficiency in utilising digital research databases and academic search tools to identify and evaluate relevant scholarly sources

- Effective collaboration through online platforms for group discussions, project coordination, and knowledge sharing
- Competence in presentation software and virtual communication tools for delivering professional presentations
- Analytical skills in examining digital case studies and presenting findings through multimedia formats
- Familiarity with online resources for accessing current information on global business trends and corporate governance developments

Module Workload

Component	Hours
Total Contact Hours	100
Supervised Placement and Practice Hours	0
Self-Study Hours	145
Assessment Hours	5
Total Learning Hours	250
ECTS Credits	10

Contact Hours: Structured learning activities under the direction of a lecturer/tutor, including lectures, seminars, and participation in online forums.
Self-Study Hours: Independent research, reading, and preparation activities.
Assessment Hours: Time allocated for examinations, presentations, group work, and project submissions.

Pedagogy
This module employs a blended learning approach incorporating:

- Lectures and Seminars: Structured delivery of core theoretical concepts and frameworks
- Case Studies: Analysis of real-world examples to illustrate the practical application of theoretical principles
- Interactive Discussions: Facilitated dialogue to encourage critical thinking and peer-to-peer learning
- Guest Lectures: Industry experts providing insights into current trends, challenges, and professional practice
- Digital Learning Tools: Online forums, multimedia presentations, and virtual case studies to enhance engagement and facilitate collaborative learning
- Practical Exercises: Application-based activities connecting theory to contemporary business challenges

Assessment Strategy
Assessment Weightings:

- Research Paper: 40%
- Group Presentation: 30%
- Case Study Analysis: 30%

Assessment Methods:
Assessment tasks require students to conduct independent research, analyse case studies, and present findings on various aspects of globalisation and corporate governance. Digital learning tools—including online submission platforms, video conferencing for presentations, and collaborative document editing—will be utilised throughout the assessment process.

Pass Mark: 50%

Reassessment Policy:
Students who do not achieve the required standard are afforded one opportunity for reassessment.

- Process: Reassessment typically involves resubmission of assignments, retaking examinations, or revision of project reports
- Timing: Reassessments are scheduled according to the academic calendar, with specific deadlines communicated to affected students
- Support: Additional academic support, including individual tutorials and skills workshops, is provided to assist students in addressing identified areas for development and preparing effectively for reassessment

Essential Reading

Core Texts:

- Moon, J., Matten, D., and Aras, G. (2020). *Globalization and Corporate Social Responsibility*. Routledge.
- Crowther, D. and Aras, G. (2019). *Globalization and Corporate Citizenship: The Alternative Gaze*. Routledge.
- Bagley, C. E. (2012). *The Entrepreneur's Guide to Business Law*. South-Western.
- Bently, L. (2008). *Intellectual Property Law*. Oxford University Press.
- Coteanu, C. (2005). *Cyber Consumer Law and Unfair Trading Practices*. Ashgate Publishing.
- Crane, A. and Matten, D. (2010). *Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalisation*. Oxford University Press.
- Mallin, C. A. (2009). *Corporate Governance*. Oxford University Press.
- Solomon, J. (2010). *Corporate Governance and Accountability*. John Wiley and Sons.
- MacIntyre, E. (2012). *Business Law*. Pearson.
- Cross, F. and Miller, R. (2014). *The Legal Environment of Business: Text and Cases*. Cengage Learning.
- Worthington, I. (2009). *The Business Environment*. FT Prentice Hall.

Research-Oriented Reading:

- Dabic, M., Maley, J., & Novak, I. (2021). An analysis of globalisation in international business research 1993–2018: Rise of the sceptics. *Critical Perspectives on International Business*, 17(3), 444-462. https://doi.org/10.1108/cpoib-02-2019-0016
- Witt, M. A. (2019). De-globalization: Theories, predictions, and opportunities for international business research. *Journal of International Business Studies*, 50(7), 1053–1077. https://doi.org/10.1057/s41267-019-00219-7
- Kali, R., & Reyes, J. (2007). The architecture of globalisation: A network approach to international economic integration. *Journal of International Business Studies*, 38(4), 595–620. https://doi.org/10.1057/palgrave.jibs.8400286
- Gereffi, G. (2020). What does the COVID-19 pandemic teach us about global value chains? The case of medical supplies. *Journal of International Business Policy*, 3(3), 287–301. https://doi.org/10.1057/s42214-020-00062-w

UNIT SPECIFICATIONS

Unit Title
Developing Strategic Management and Leadership Potential

Level
8

Learning Time Hours
250

ECTS
10

Module Overview
This module develops learners' understanding of strategic management within a globalised business environment and examines how leadership informs and influences strategic change. Students will cultivate the ability to evaluate strategic position, choices, and actions, enabling them to contribute effectively to organisational strategy development and implementation.

Learning Outcomes
Competences:
Upon successful completion of this module, learners will demonstrate the responsibility and autonomy to:

- Lead and manage strategic initiatives by utilising advanced strategic management tools and frameworks to critically analyse external and internal business environments, ensuring comprehensive understanding and application of strategic insights
- Evaluate and guide an organisation's strategic position by analysing strategic choices and actions, identifying areas for improvement and opportunities for sustainable competitive advantage, and formulating actionable recommendations
- Create and develop innovative strategic options for organisations, considering internationalisation drivers and market potential, and lead the implementation of these strategies to enhance organisational performance
- Produce original research and insights in the field of management, representing and advocating for innovative strategic approaches that address complex challenges and drive organisational success
- Supervise and oversee strategic planning processes, ensuring alignment with organisational goals and contributing to the development of high-impact strategies that leverage emerging trends and global opportunities

Knowledge:
Upon successful completion of this module, learners will have engaged with:

- Critical analysis of the theoretical foundations of strategic management and leadership, examining their practical applications and impact on organisational effectiveness through contemporary research
- Strategic models, tools, and frameworks applied in diverse organisational contexts to enhance practices in strategic analysis, formulation, and implementation
- Integration of corporate, business, and operational strategies to improve organisational performance, with insights into how these strategies interact to achieve superior business outcomes
- Global strategy frameworks through critical examination of key internationalisation drivers and ethical considerations in strategic decision-making within the international business context
- Research insights into the impact of globalisation on corporate governance structures, exploring innovative approaches to strategic management practices that reflect the interface between globalisation and governance
- Contemporary strategic management and leadership practices, focusing on emerging trends, leadership models, and organisational behaviour to advance theoretical and practical knowledge in the field

Skills:
Upon successful completion of this module, learners will have developed:

- Advanced analytical capabilities to assess external and internal business environments, identifying and exploiting strategic opportunities whilst mitigating threats within diverse markets and international contexts
- Strategic decision-making competencies for formulating and evaluating innovative strategic options for organisations, ensuring alignment with long-term goals and market dynamics
- Leadership abilities to manage strategic change processes, effectively navigating challenges and leveraging opportunities for organisational growth through innovative leadership and strategic planning
- Innovative leadership strategies to foster a culture of strategic thinking and organisational agility, ensuring alignment with organisational goals and enhancing overall management effectiveness
- Proficiency in strategic decision-making by constructing and executing comprehensive plans that integrate advanced management principles and adapt to dynamic business environments
- Planning and oversight capabilities for implementing strategic initiatives, ensuring effective communication and coordination across teams to achieve organisational objectives and sustain long-term success

Module-Specific Learner Skills
In addition to the core programme skills outlined in Section B, learners will demonstrate enhanced abilities in:

- Analytical assessment of business environments, identifying strategic opportunities and evaluating competitive threats
- Strategic decision-making to formulate and prioritise strategic options, considering organisational goals and resource constraints
- Leadership competencies to navigate strategic change processes, inspire teams, and foster a culture of innovation and continuous improvement

Module-Specific Digital Skills and Competences
Beyond the digital competencies outlined in Section B, learners will develop:

- Proficiency in strategic planning software and online analytical tools for strategic analysis and decision-making
- Competence in virtual collaboration platforms for group discussions, project development, and peer feedback
- Skills in online research and information retrieval for accessing relevant literature, case studies, and industry reports in strategic management and leadership

Module Workload

Component	Hours
Total Contact Hours	100
Supervised Placement and Practice Hours	0
Self-Study Hours	145
Assessment Hours	5
Total Learning Hours	250
ECTS Credits	10

Contact Hours: Structured learning activities under the direction of a lecturer/tutor, including lectures, seminars, and participation in online forums.
Self-Study Hours: Independent research, reading, and preparation activities.
Assessment Hours: Time allocated for examinations, presentations, group work, and project submissions.

Pedagogy
This module employs a blended learning approach incorporating:

- Lectures: Structured delivery of core theoretical concepts, strategic frameworks, and leadership models
- Case Studies: Analysis of real-world strategic management scenarios to illustrate practical application of theory
- Group Discussions: Facilitated dialogue to encourage critical thinking, peer learning, and diverse perspectives
- Interactive Workshops: Hands-on sessions enabling active engagement with strategic tools and frameworks
- Guest Lectures: Industry experts and practitioners providing insights into contemporary strategic management practices
- Digital Learning Tools: Online simulations, strategic planning software, and virtual collaboration platforms to enhance learning experiences and facilitate peer interaction
- Practical Exercises: Application-based activities connecting theoretical concepts to organisational strategy challenges

Assessment Strategy
Assessment Weightings:

- Case Study Analysis: 40%
- Strategic Project Presentation: 30%
- Written Examination: 30%

Assessment Methods:

- Case Study Analysis (40%): Students will analyse real-world strategic management cases, demonstrating their ability to apply theoretical concepts and frameworks to practical scenarios, identifying strategic issues, and proposing evidence-based recommendations
- Strategic Project Presentation (30%): Students will develop and present a strategic project proposal, outlining strategic options for a chosen organisation based on comprehensive analysis of internal and external factors, demonstrating strategic thinking and professional communication skills
- Written Examination (30%): The examination will assess students' theoretical understanding, analytical capabilities, and critical thinking abilities through structured questions and scenario-based problems

Pass Mark: 50%

Reassessment Policy:
Students who do not achieve the required standard are afforded one opportunity for reassessment.

- Process: Reassessment typically involves resubmission of assignments, retaking examinations, or revision of project reports
- Timing: Reassessments are scheduled according to the academic calendar, with specific deadlines communicated to affected students
- Support: Additional academic support, including individual tutorials and skills workshops, is provided to assist students in addressing identified areas for development and preparing effectively for reassessment

Essential Reading
Core Texts:

- Whittington, R., Regner, P., Angwin, D., Johnson, G., & Scholes, K. (2020). *Exploring Strategy: Texts and Cases* (12th ed.). Pearson.
- Gill, R. (2011). *Theory and Practice of Leadership* (2nd ed.). Sage Publications.

Additional Reading:

- Colley Jr., J. L., Doyle, J. L., & Hardie, R. D. (2020). *Strategic Leadership and Management in Turbulent Times*. Expert Press.
- Hitt, M. A., Ireland, R. D., & Hoskisson, R. E. (2021). *Strategic Management: Concepts and Cases*. Cengage Learning.
- Balogun, J., & Hope-Hailey, V. (2008). *Exploring Strategic Change* (3rd ed.). FT Prentice Hall.
- Crane, A., Matten, D., Glozer, S., & Spence, L. (2019). *Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalisation* (5th ed.). Oxford University Press.
- De Wit, B., & Meyer, R. (2010). *Strategy: Process, Content, Context: An International Perspective* (4th ed.). South-Western Cengage Learning.
- Mintzberg, H., Lampel, J., & Ahlstrand, B. (2009). *Strategy Safari: The Complete Guide Through the Wilds of Strategic Management* (2nd ed.). FT Prentice Hall.
- Barney, J. (2010). *Gaining and Sustaining Competitive Advantage*. Pearson Education.
- Grant, R. (2010). *Contemporary Strategy Analysis*. John Wiley and Sons.

- Hill, C., Jones, G., & Schilling, M. (2013). *Strategic Management Theory: An Integrated Approach*. Cengage Learning.
- Chandler, D. (2016). *Strategic Corporate Social Responsibility: Sustainable Value Creation*. Sage.
- Mintzberg, H. (2000). *The Rise and Fall of Strategic Planning*. Financial Times/Prentice Hall.
- Pettigrew, A. M., Thomas, H., & Whittington, R. (Eds.). (2006). *The Handbook of Strategy and Management*. Sage.
- Stacey, R. D. (2010). *Strategic Management and Organisational Dynamics*. Financial Times/Prentice Hall.

Research-Oriented Reading:

- Samimi, M., Cortes, A. F., Anderson, M. H., & Herrmann, P. (2022). What is strategic leadership? Developing a framework for future research. *The Leadership Quarterly*, 33(3), 101353.
- Fuertes, G., Alfaro, M., Vargas, M., Gutierrez, S., Ternero, R., & Sabattin, J. (2020). Conceptual framework for the strategic management: A literature review—descriptive. *Journal of Engineering*, 2020(1), 6253013.
- Porfírio, J. A., Carrilho, T., Felício, J. A., & Jardim, J. (2021). Leadership characteristics and digital transformation. *Journal of Business Research*, 124, 610-619.
- Keding, C. (2021). Understanding the interplay of artificial intelligence and strategic management: Four decades of research in review. *Management Review Quarterly*, 71(1), 91-134.
- Van Doorn, S., Heyden, M. L., & Reimer, M. (2023). The private life of CEOs: A strategic leadership perspective. *The Leadership Quarterly*, 34(1), 101679.
- Ketchen Jr., D. J., & Craighead, C. W. (2020). Research at the intersection of entrepreneurship, supply chain management, and strategic management: Opportunities highlighted by COVID-19. *Journal of Management*, 46(8), 1330-1341.
- Ateş, N. Y., Tarakci, M., Porck, J. P., van Knippenberg, D., & Groenen, P. J. (2020). The dark side of visionary leadership in strategy implementation: Strategic alignment, strategic consensus, and commitment. *Journal of Management*, 46(5), 637-665.

UNIT SPECIFICATIONS

Unit Title
Developing Research Capability

Level
8

Learning Time Hours
250

ECTS
10

Module Overview
This module enables learners to gain comprehensive understanding of the role of research in addressing business problems and develops capabilities to critically evaluate existing bodies of knowledge. Students will learn to construct evidence-based arguments for further research and apply rigorous research methodologies to advance knowledge in their field.

Learning Outcomes
Competences:
Upon successful completion of this module, learners will demonstrate the responsibility and autonomy to:

- Manage and oversee the application of advanced research tools and techniques to effectively identify, define, and address complex organisational problems, ensuring the development of innovative solutions
- Guide and supervise the application of critical thinking and reflection techniques to evaluate and enhance research methodologies and theoretical frameworks, ensuring methodological rigour and innovation
- Select and develop research topics by applying advanced understanding of research philosophies, and design and implement research methodologies based on ontological and epistemological assumptions
- Conduct and manage comprehensive literature reviews, analyse and synthesise research findings, and create new research contributions to the field by developing innovative tools and methods for knowledge advancement
- Ensure the integration of contemporary research techniques and provide original insights into research problems, driving advancements in research methodologies and contributing to the field of study

Knowledge:
Upon successful completion of this module, learners will have engaged with:

- Critical assessment of research approaches to address complex business problems, advancing both academic and practical research methodologies and aligning them with strategic business objectives

- Research philosophies including positivism, interpretivism, pragmatism, and realism, examining their application in guiding research design and contributing insights to the field
- Theoretical frameworks in business research, critically evaluating and understanding existing theories to conceptualise complex business issues and inform the development of research paradigms
- Theory building and testing through the formulation and refinement of hypotheses and development of conceptual frameworks that advance current knowledge in business management
- Advanced theoretical models, applying rigorous research methodologies to address complex business problems and produce impactful insights that inform current practices

Skills:
Upon successful completion of this module, learners will have developed:

- Advanced problem identification and definition capabilities using structured tools such as Pareto charts, Fishbone Diagrams, and Failure Mode and Effect Analysis, with the ability to develop innovative methods for addressing complex research issues
- Critical thinking and advanced reflection techniques for effective decision-making and research design, applying self-evaluation methods to enhance research quality and methodological rigour
- Research planning and design competencies through hypothesis formulation and development of comprehensive theoretical frameworks, including the creation of original research methodologies to explore research questions
- Proficiency in conducting thorough literature reviews, synthesising and analysing literature, and developing innovative approaches to contribute new insights to the existing body of knowledge
- Presentation skills to communicate research findings with attention to reliability and validity, demonstrating effective communication abilities to convey complex research concepts and results to diverse audiences
- Competence in using advanced research techniques, including designing and implementing research methodologies and applying contemporary tools to achieve impactful results

Module-Specific Learner Skills
In addition to the core programme skills outlined in Section B, learners will demonstrate enhanced abilities in:

- Problem identification and definition using structured tools and techniques
- Critical thinking, reflection, and self-evaluation for effective decision-making and research design
- Research topic selection, hypothesis formulation, and theoretical framework development
- Literature review conduct, analysis, and synthesis of findings to contribute to knowledge
- Presentation skills for communicating research findings effectively, with consideration of reliability and validity

Module-Specific Digital Skills and Competences
Beyond the digital competencies outlined in Section B, learners will develop:

- Proficiency in utilising online databases and resources for literature searches and research data retrieval
- Competence in digital tools for data analysis, content management, and research presentation
- Skills in online research collaboration and peer feedback mechanisms for enhancing research quality and effectiveness

Module Workload

Component	Hours
Total Contact Hours	100
Supervised Placement and Practice Hours	0
Self-Study Hours	145
Assessment Hours	5
Total Learning Hours	250
ECTS Credits	10

Contact Hours: Structured learning activities under the direction of a lecturer/tutor, including lectures, workshops, and participation in online forums.
Self-Study Hours: Independent research, reading, and preparation activities.
Assessment Hours: Time allocated for examinations, presentations, group work, and project submissions.

Pedagogy

This module employs a blended learning approach incorporating:

- Lectures: Structured delivery of research methodologies, theoretical concepts, and philosophical foundations
- Workshops: Hands-on sessions focused on practical application of research tools and techniques
- Interactive Discussions: Facilitated dialogue to encourage critical thinking and peer-to-peer learning
- Practical Exercises: Application-based activities demonstrating research methodologies and analytical techniques
- Case Studies: Real-world examples illustrating theoretical concepts and research design principles
- Guest Lectures: Research experts and practitioners providing insights into contemporary research practices and methodological innovations
- Digital Learning Tools: Online databases, literature search platforms, and collaborative tools to enhance research skills and facilitate peer interaction

Assessment Strategy

Assessment Weightings:

- Research Proposal Development: 40%
- Literature Review Analysis: 30%
- Written Examination: 30%

Assessment Methods:

- Research Proposal Development (40%): Students will develop and present a research proposal, demonstrating their ability to select appropriate research topics, formulate clear hypotheses, develop robust theoretical frameworks, and design methodologically sound research studies
- Literature Review Analysis (30%): Students will conduct a systematic literature review, critically analyse research findings, and synthesise contributions to knowledge in a structured written report, demonstrating their ability to evaluate existing scholarship and identify research gaps
- Written Examination (30%): The examination will assess students' theoretical understanding, analytical capabilities, and critical thinking abilities through structured questions and scenario-based problems addressing research philosophies, methodologies, and ethical considerations

Pass Mark: 50%

Reassessment Policy:

Students who do not achieve the required standard are afforded one opportunity for reassessment.

- Process: Reassessment typically involves resubmission of assignments, retaking examinations, or revision of project reports
- Timing: Reassessments are scheduled according to the academic calendar, with specific deadlines communicated to affected students
- Support: Additional academic support, including individual tutorials and skills workshops, is provided to assist students in addressing identified areas for development and preparing effectively for reassessment

Essential Reading

Core Texts:

- Saunders, M. N. K., Lewis, P., & Thornhill, A. (2021). *Research Methods for Business Students*. Pearson Education Limited.
- Denicolo, P., Reeves, J., & Morley, D. (2020). *Developing Research Proposals*. Sage Publications Ltd.
- Cottrell, S. (2017). *Critical Thinking Skills: Effective Analysis, Argument and Reflection*. Macmillan International Higher Education.
- Sinek, S. (2019). *Find Your Why: A Practical Guide for Discovering Purpose for You and Your Team*. Portfolio Publishers.
- Bolton, G. (2010). *Reflective Practice: Writing and Professional Development*. Sage Publications.
- Bell, J. (2014). *Doing Your Research Project: A Guide for First-Time Researchers*. McGraw-Hill Education (UK).
- Anderson, L., Gold, J., Stewart, J., & Thorpe, R. (Eds.). (2015). *A Guide to Professional Doctorates in Business and Management*. Sage.

Research-Oriented Reading:

- Ogoh, G., Akintoye, S., Eke, D., Farisco, M., Fernow, J., Grasenick, K., Guerrero, M., Rosemann, A., Salles, A., & Ulnicane, I. (2023). Developing capabilities for responsible research and innovation (RRI). *Journal of Responsible Technology*, 15, 100065.
- Alfaro-Tanco, J. A., Mediavilla, M., & Erro-Garcés, A. (2023). Creating new knowledge while solving a relevant practical problem: Success factors for an action research-based PhD thesis in business and management. *Systemic Practice and Action Research*, 36, 783–801. https://doi.org/10.1007/s11213-022-09628-6
- Lopatovska, I., & Sessions, D. (2016). Understanding academic reading in the context of information-seeking. *Library Review*, 65(8/9), 502-518. https://doi.org/10.1108/LR-03-2016-0026

- Xiao, Y., & Watson, M. (2019). Guidance on conducting a systematic literature review. *Journal of Planning Education and Research*, 39(1), 93-112. https://doi.org/10.1177/0739456X17723971
- Castillo-Martínez, I., & Ramírez-Montoya, M. S. (2021). Research competencies to develop academic reading and writing: A systematic literature review. *Frontiers in Education*, 5, 576961. https://doi.org/10.3389/feduc.2020.576961
- Pantic, K., & Hamilton, M. (2024). Conducting a systematic literature review in education: A basic approach for graduate students. *Brock Education Journal*, 33(1), 49–65. https://doi.org/10.26522/brocked.v33i1.1121

UNIT SPECIFICATIONS

Unit Title
Advanced Research Design and Methodologies

Level
8

Learning Time Hours
250

ECTS
10

Module Overview
Gathering and analysing data is an integral component of the DBA programme. This module advances existing knowledge of research methods by introducing complex research designs and sophisticated methodologies for analysing and interpreting literature. Students will explore higher-level methods for analysing complex qualitative and quantitative data, with particular focus on the comprehensive range of data analysis tools applicable to business research.

Learning Outcomes
Competences:
Upon successful completion of this module, learners will demonstrate the responsibility and autonomy to:

- Create and manage comprehensive research designs, including descriptive, analytical, longitudinal, and cross-sectional approaches, ensuring alignment with advanced research objectives and contributing original methodologies
- Supervise the development and implementation of innovative research frameworks, ensure methodological rigour, and guide the integration of novel research techniques into complex projects
- Apply and oversee advanced qualitative and quantitative research methodologies, including the design and execution of surveys, case studies, interviews, and action research, with a focus on methodological innovation and addressing complex research problems
- Develop and implement research tools and techniques that extend traditional methods, creating approaches that enhance the research process and contribute significantly to the field
- Utilise and supervise the application of advanced data analysis techniques and tools for both qualitative and quantitative data, ensuring robust interpretation and integration of findings
- Produce detailed and original data analyses that offer new insights and contribute to the advancement of knowledge, represent these findings effectively in scholarly formats, and advise on future research directions
- Monitor and evaluate research processes to ensure adherence to ethical standards and methodological best practices, and authorise the publication and dissemination of significant findings
- Advise and negotiate with stakeholders to represent research outcomes and create impactful contributions that advance the field and address relevant research questions

Knowledge:
Upon successful completion of this module, learners will have engaged with:

- Critical analysis of theoretical foundations of research design and methodologies in business research, integrating contemporary approaches to address complex research challenges and contribute to the evolution of the field
- Advanced data collection methods, including surveys, case studies, interviews, and action research, applied to complex business research questions, with evaluation of their effectiveness and implications for achieving robust research outcomes
- Sophisticated techniques for analysing qualitative and quantitative data, using advanced statistical methods and innovative qualitative analysis approaches to derive insights and contribute to the refinement of existing research paradigms
- Emerging trends and methodologies in business research, analysing their benefits and limitations across various contexts, with consideration of improvements or alternative approaches to enhance research practices

- Integration and critical evaluation of different research methodologies, exploring their impact on research outcomes, data interpretation, and theoretical development, with practical approaches to address methodological gaps and enhance research robustness
- Comprehensive research design processes, from problem definition through to data collection, analysis, and reporting, ensuring adherence to high standards of research integrity, methodological innovation, and practical relevance

Skills:

Upon successful completion of this module, learners will have developed:

- Capability to design and implement advanced research methodologies to tackle complex business problems, integrating contemporary techniques and frameworks to develop innovative solutions and methodologies
- Proficiency in sophisticated data collection techniques across diverse contexts, including experimental designs, longitudinal studies, and mixed-methods approaches, to gather comprehensive and high-quality data for in-depth analysis
- Competence in advanced data analysis methods, using statistical software, predictive analytics, and qualitative analysis tools to extract actionable insights from both quantitative and qualitative data
- Ability to create and validate research instruments and techniques tailored to address emerging research challenges in business, ensuring these tools contribute to the advancement of knowledge and practice
- Advanced critical thinking and analytical capabilities to evaluate complex research findings, applying theoretical and methodological rigour to draw significant, evidence-based conclusions that inform strategic business decisions
- Skills to plan and execute comprehensive research projects, including the development of theoretical frameworks, the design of research protocols, and the effective communication of research outcomes, ensuring the integration of innovative approaches and strategic insights
- Proficiency in advanced research technologies and tools, mastering the use of emerging technologies and methodologies to enhance data collection, analysis, and presentation

Module-Specific Learner Skills

In addition to the core programme skills outlined in Section B, learners will demonstrate enhanced abilities in:

- Proficiency in designing and implementing research methodologies for business research
- Advanced analytical skills for interpreting qualitative and quantitative data
- Effective communication skills for presenting research findings and recommendations

Module-Specific Digital Skills and Competences

Beyond the digital competencies outlined in Section B, learners will develop:

- Competence in using digital tools and software (including NVivo, SPSS, and survey platforms) for data collection, analysis, and presentation
- Ability to navigate online platforms for research and academic purposes
- Understanding of ethical considerations and data privacy issues in digital research

Module Workload

Component	Hours
Total Contact Hours	100
Supervised Placement and Practice Hours	0
Self-Study Hours	145
Assessment Hours	5
Total Learning Hours	250
ECTS Credits	10

Contact Hours: Structured learning activities under the direction of a lecturer/tutor, including lectures, workshops, and participation in online forums.
Self-Study Hours: Independent research, reading, and preparation activities.
Assessment Hours: Time allocated for examinations, presentations, group work, and project submissions.

Pedagogy

This module employs a practice-oriented learning approach incorporating:

- Lectures: Structured delivery of theoretical foundations and methodological concepts
- Workshops: Hands-on sessions focused on practical application of research tools and data analysis techniques
- Case Studies: Real-world examples illustrating research design challenges and methodological solutions
- Practical Exercises: Application-based activities developing competence in research design and data analysis
- Guest Lectures: Industry experts and research practitioners providing insights into contemporary research methodologies and data analysis techniques
- Digital Learning Tools: Integration of research software including NVivo, SPSS, and survey platforms to enhance practical skills and technical competence

Assessment Strategy

Assessment Weightings:

- Research Proposal: 40%
- Data Analysis Project: 30%
- Written Examination: 30%

Assessment Methods:

- Research Proposal (40%): Students will develop a comprehensive research proposal outlining the research design, methodology, data collection techniques, and analytical approach, demonstrating their ability to construct methodologically sound research studies
- Data Analysis Project (30%): Students will analyse a dataset using appropriate qualitative or quantitative methods and present their findings in a structured report, demonstrating proficiency in data analysis techniques and interpretation of results
- Written Examination (30%): The examination will assess students' theoretical understanding and critical thinking skills through structured questions and scenario-based problems addressing research design, methodological considerations, and analytical approaches

Pass Mark: 50%

Reassessment Policy:

Students who do not achieve the required standard are afforded one opportunity for reassessment.

- Process: Reassessment typically involves resubmission of assignments, retaking examinations, or revision of project reports
- Timing: Reassessments are scheduled according to the academic calendar, with specific deadlines communicated to affected students
- Support: Additional academic support, including individual tutorials and skills workshops, is provided to assist students in addressing identified areas for development and preparing effectively for reassessment

Essential Reading

Core Texts:

- Sileyew, K. J. (2019). *Research Design and Methodology*. Cyberspace.
- Knight, A., Wilkinson, S., & Hosseini, M. R. (2020). *Advanced Research Methods in the Built Environment*. Wiley-Blackwell.
- Corbin, J., & Strauss, A. (2014). *Basics of Qualitative Research: Techniques and Procedures for Developing Grounded Theory*. Sage Publications.
- Denzin, N. K., & Lincoln, Y. S. (Eds.). (2011). *The SAGE Handbook of Qualitative Research*. Sage.
- Easterby-Smith, M., Thorpe, R., Jackson, P. R., & Jaspersen, L. J. (2018). *Management and Business Research*. Sage.
- Farquhar, J. D. (2012). *Case Study Research for Business*. Sage.
- Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (1998). *Multivariate Data Analysis* (Vol. 5). Prentice Hall.
- Killam, L. (2013). *Research Terminology Simplified: Paradigms, Axiology, Ontology, Epistemology and Methodology*. Laura Killam.
- Myers, M. D. (2019). *Qualitative Research in Business and Management*. Sage Publications Limited.
- Stockemer, D. (2018). *Quantitative Methods for the Social Sciences: A Practical Introduction with Examples in SPSS and Stata*. Springer.
- Collis, J., & Hussey, R. (2013). *Business Research: A Practical Guide for Undergraduate and Postgraduate Students*. Macmillan International Higher Education.
- Gray, D. E. (2019). *Doing Research in the Business World*. SAGE Publications Limited.
- Flick, U. (Ed.). (2017). *The SAGE Handbook of Qualitative Data Collection*. Sage.
- Hair Jr., J. F., Page, M., & Brunsveld, N. (2019). *Essentials of Business Research Methods*. Routledge.

Research-Oriented Reading:

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- Nind, M., Kilburn, D., & Luff, R. (2015). The teaching and learning of social research methods: Developments in pedagogical knowledge. *International Journal of Social Research Methodology*, 18(5), 455–461. https://doi.org/10.1080/13645579.2015.1062631
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UNIT SPECIFICATIONS

Unit Title
Research and Dissertation

Level
8

Learning Time Hours
2750

ECTS
110

Module Overview
This module guides students through the process of developing, conducting, and defending a comprehensive dissertation. It encompasses the essential elements of doctoral-level academic research and writing, including structuring a research proposal, conducting a critical literature review, formulating research questions, selecting appropriate methodologies, analysing and interpreting data, and presenting research findings. Students receive intensive supervision and guidance on crafting a well-structured, scholarly dissertation that makes an original contribution to the existing knowledge in business administration.

Learning Outcomes
Competences:
Upon successful completion of this module, learners will demonstrate the responsibility and autonomy to:

- Lead and innovate original research projects that develop and apply novel methodologies to address significant and emerging issues in the business sector, resulting in substantial theoretical and practical advancements
- Formulate and resolve complex research questions by autonomously applying advanced research techniques, contributing new knowledge, insights, and innovations that extend or redefine existing paradigms in the field of business administration
- Mentor and supervise peers in the creation of research proposals, development of literature reviews, and execution of dissertations, guiding the refinement of research questions and methodologies to enhance both theoretical contributions and practical applications
- Design and implement innovative research tools and frameworks that pioneer new approaches in business research, ensuring alignment with the highest academic and professional standards, and contributing significantly to the body of knowledge
- Communicate and advocate for original research findings with clarity and impact, advising on their implications for both academic and professional contexts, and influencing the dissemination and application of research outcomes in the business sector
- Generate research outcomes that challenge and expand current business theories, demonstrating high-level critical thinking, creativity, and innovation throughout the research process and in the formulation of conclusions
- Uphold the highest ethical standards in all research practices, ensuring rigorous compliance with ethical guidelines, and advancing the field of business administration with integrity and responsibility

Knowledge:

Upon successful completion of this module, learners will have engaged with:

- Advanced principles of research methodology through designing and applying sophisticated approaches to literature review, research design, data collection, and analysis, specifically tailored to address novel and complex research questions in the business sector
- Critical evaluation and application of advanced theoretical frameworks and contemporary methodologies to pioneer innovative research practices, generating insights that significantly advance the field of business administration
- Ethical considerations in doctoral-level business research and scholarly writing, ensuring adherence to international standards and best practices, while demonstrating rigorous ethical integrity throughout the research process
- Contemporary trends and advancements in research methodologies, including emerging tools and techniques, to design and execute impactful research that reflects current innovations in business practice and theory
- Development, testing, and validation of research tools and techniques, enhancing methodological rigour to address research questions and advancing the research capabilities of the field
- Advanced statistical and analytical techniques for conducting complex data analysis and interpretation, demonstrating how these methods contribute to both theoretical advancements and practical solutions within the business sector
- Integration and evaluation of various research methodologies with appropriate theoretical frameworks, selecting and applying the most suitable methods to address specific research challenges effectively
- Translation of theoretical frameworks into practical research applications, demonstrating how advanced theoretical principles are operationalised in empirical research to generate new insights and contribute significantly to the body of knowledge

Skills:

Upon successful completion of this module, learners will have developed:

- Capability to design and implement innovative research methodologies and analytical techniques tailored to complex business problems, demonstrating advanced problem-solving abilities and contributing groundbreaking insights to the field
- Advanced academic writing proficiency, including the development, structuring, and presentation of research proposals, literature reviews, and dissertations, ensuring precision, clarity, and adherence to the highest scholarly standards
- Competence to utilise and develop sophisticated research tools and techniques, including advanced statistical methods and analytical models, to perform in-depth data analysis and generate impactful business insights
- Ability to evaluate and synthesise a comprehensive range of literature and research findings, identifying critical gaps and proposing innovative research directions that advance both theoretical understanding and practical business applications
- Skills to plan and execute high-quality research projects by integrating contemporary designs and methodologies, preparing detailed reports that effectively communicate findings to both academic and professional audiences
- Capability to develop and adapt research instruments and techniques, enhancing research quality and impact through innovative modifications that address specific needs in the business sector
- Advanced critical thinking and problem-solving abilities to construct robust theoretical frameworks, design pioneering research experiments, and interpret complex data sets, supporting the development of doctoral-level dissertation work that contributes to the advancement of business theory and practice

Module-Specific Learner Skills

In addition to the core programme skills outlined in Section B, learners will demonstrate enhanced abilities in:

- Developing and refining complex research designs, applying both qualitative and quantitative methodologies aligned with advanced theoretical frameworks
- Executing sophisticated data collection strategies using advanced tools and technologies, ensuring data accuracy, reliability, and ethical integrity
- Applying advanced analytical techniques, including statistical modelling and content analysis, to interpret data and derive meaningful insights
- Constructing and critically evaluating theoretical and conceptual frameworks that contribute to the existing body of knowledge
- Producing high-quality scholarly writing, including research proposals, literature reviews, and dissertations, meeting doctoral-level academic standards
- Upholding rigorous ethical standards throughout the research process, from question formulation to data dissemination
- Conducting comprehensive literature reviews, synthesising research to identify gaps and opportunities for original contributions
- Effectively managing research projects, including time management, resource allocation, and maintaining progress
- Integrating knowledge and methodologies from various disciplines to address complex research problems holistically
- Mentoring peers by providing constructive feedback on research proposals and dissertations, contributing to the academic community

Module-Specific Digital Skills and Competences
Beyond the digital competencies outlined in Section B, learners will develop:

- Proficiency in utilising online resources, databases, and digital libraries for research and learning
- Competence in engaging in online collaboration and communication for research discussions and peer feedback
- Skills in creating and delivering presentations using digital tools and platforms
- Understanding of ethical and responsible online academic practices, including proper citation, referencing, and data management

Module Workload

Component	Hours
Total Contact Hours	200
Supervised Placement and Practice Hours	500
Self-Study Hours	2,000
Assessment Hours	50
Total Learning Hours	2,750
ECTS Credits	110

Contact Hours: Structured learning activities under the direction of a lecturer/supervisor, including seminars, workshops, and participation in research forums.
Supervised Placement and Practice Hours: Individual supervision sessions, coaching, and mentoring throughout the dissertation development process.
Self-Study Hours: Independent research, reading, data collection, analysis, and dissertation writing activities.
Assessment Hours: Time allocated for dissertation preparation, submission, and oral defence (viva voce).

Pedagogy
This module employs a research-intensive learning approach incorporating:

- Guided Lectures: Structured delivery of advanced research concepts, methodological frameworks, and academic writing conventions
- Workshops: Hands-on sessions focused on specific research skills, including literature review techniques, data analysis methods, and academic writing
- One-on-One Supervision: Regular individual meetings with dissertation supervisors to guide research development, provide feedback, and monitor progress
- Independent Research: Extensive self-directed research activities, including literature review, data collection, analysis, and dissertation writing
- Research Seminars: Opportunities to present work-in-progress and receive feedback from peers and faculty
- Digital Learning Tools: Integration of online databases, research software (including statistical and qualitative analysis tools), and communication platforms to enhance student engagement and facilitate collaborative learning

Assessment Strategy
Assessment Weightings:

Assessment Component	Weighting
Research Problem and Objectives	10%
Literature Review	5%
Research Methodology and Ethical Considerations	10%
Practical Relevance, Contribution and Significance	10%

Assessment Component	Weighting
Findings and Discussion	10%
Conclusions and Recommendations	10%
Quality of Writing and Presentation	5%
Oral Defence and Communication Skills (Viva Voce)	40%

Assessment Components:

1. Research Problem and Objectives (10%)

- Clarity and Focus: Clearly defines the research problem and objectives, demonstrating their relevance and originality within the field
- Critical Insight: Shows deep understanding and insight into the research problem, highlighting its significance and the rationale behind the chosen approach

2. Literature Review (5%)

- Comprehensive Engagement: Offers a thorough and critical review of relevant literature, identifying gaps, contradictions, and opportunities for further research
- Synthesis and Contribution: Synthesises existing research to lay the groundwork for the dissertation's contribution to both theory and practice

3. Research Methodology and Ethical Considerations (10%)

- Methodological Rigour: Selects and applies appropriate research methods that align with the research objectives and demonstrate methodological rigour
- Justification and Transparency: Provides clear justification for the chosen methods, acknowledging potential limitations and addressing biases
- Ethical Integrity: Demonstrates adherence to ethical guidelines throughout the research process, ensuring transparency, informed consent, and data integrity

4. Practical Relevance, Contribution, and Significance of the Study (10%)

- Practical Impact: Assesses the practical relevance and potential impact of the research findings on industry practices, policy-making, or future research
- Contribution to Practice: Demonstrates how the research contributes to solving real-world problems or advancing practical applications within the field
- Significance of the Study: Highlights the importance and broader implications of the research within the context of the field

5. Findings and Discussion (10%)

- Data Analysis and Interpretation: Presents and interprets findings clearly, linking them back to the research objectives
- Critical Discussion: Engages critically with the findings, discussing their implications, limitations, and contribution to the field

6. Conclusions and Recommendations (10%)

- Logical Conclusions: Draws logical and well-supported conclusions based on the findings
- Actionable Recommendations: Provides practical, actionable recommendations that are clearly derived from the research findings
- Future Research: Identifies areas for further research, demonstrating reflective insight into the study's implications

7. Quality of Writing and Presentation (5%)

- Clarity and Coherence: Exhibits clear, concise, and well-organised writing that is logically structured and easy to follow
- Professional Presentation: Ensures that the dissertation is professionally presented, with attention to formatting, layout, and visual elements

8. Oral Defence and Communication Skills - Viva Voce (40%)

- Oral Defence: Demonstrates strong oral communication skills, effectively defending the research methodology, findings, and conclusions during the oral defence

- Quality of Response to Questions: Responds thoughtfully and accurately to questions posed during the defence, demonstrating deep understanding of the research and the ability to think critically
- Engagement with Feedback: Shows the ability to engage with feedback, adapting arguments as needed, and reflecting on the research process

Each assessment component ensures that the doctoral dissertation is methodologically sound and contributes meaningful, original insights to the field. Successfully addressing these criteria demonstrates the candidate's capability to conduct independent, high-quality research and their readiness to contribute as a professional scholar in business administration.
Pass Mark: As determined by institutional regulations for doctoral programmes.

Essential Reading
Reading materials will be determined based on the specific research subject and will be developed in consultation with the dissertation supervisor. Core texts will be selected to support the individual research topic, methodology, and theoretical framework.

Research-Oriented Reading:

- Coronel Llamas, J. M., & Boza, Á. (2010). Teaching research methods for doctoral students in education: Learning to enquire in the university. *International Journal of Social Research Methodology*, 14(1), 77–90. https://doi.org/10.1080/13645579.2010.492136
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