


SEVERN BUSINESS COLLEGE

# EAI Master of Business Administration

Course Handbook

**Qualification**
EAI Master of Business Administration

**MQF Level**
8

**Total Learning Hours**
2250

**ECTS**
90

**Course Structure**

| EAI MASTER OF BUSINESS ADMINISTRATION | | | |
|---|---|---|---|
| **Unit Ref No.** | **Unit Title** | **Unit level** | **ECTS** |
| M701 | Strategic Human Resource Management | 7 | 10 |
| M702 | Strategic Leadership and Management | 7 | 10 |
| M703 | Supply Chain Planning, Modelling and Analytics | 7 | 10 |
| M704 | Accounting & Financial Management | 7 | 10 |
| M705 | Entrepreneurship and Innovation | 7 | 10 |
| M706 | Consumer Behaviour & Market Communications | 7 | 10 |
| M707 | Contemporary Issues and Principles of Marketing | 7 | 10 |
| M708 | Business Research Project | 7 | 20 |

## UNIT SPECIFICATIONS

**Unit Title**
Strategic Human Resource Management

**Level**
7

**Learning Time Hours**
250

**ECTS**
10

**Module Overview**
The Strategic Human Resource Management (HRM) module equips MBA students with essential skills to strategically manage human capital in contemporary business environments. The module covers key HR functions including recruitment and selection, training and development, performance management, and employee relations, emphasising the alignment of HR practices with organisational objectives to enhance overall business performance. Learners explore how strategic HRM contributes to competitive advantage, addresses complex workforce challenges, and drives organisational effectiveness through innovative HR strategies, ethical practices, and the integration of HR technologies.

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

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

**Knowledge**

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

- Strategic HRM frameworks and their application in aligning human resource practices with organisational strategy and business objectives.
- Key HR functions including workforce planning, talent acquisition, employee development, performance management, and employee relations within strategic contexts.
- The role of HRM in enhancing organisational performance, competitive advantage, and employee well-being through evidence-based practices.
- Legal, ethical, and cultural considerations in HRM, including diversity and inclusion, employment law, and ethical decision-making in HR contexts.
- Contemporary challenges and opportunities in HRM, including the impact of globalisation, technological change, and evolving workforce expectations on HR strategy.
- Advanced HRM technologies and data analytics tools used to support strategic decision-making, process optimisation, and performance measurement in human resource functions.

**Skills**

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

- Capability to develop and implement advanced HRM strategies to enhance workforce productivity and organisational performance, applying specialised knowledge to address complex business contexts and drive strategic goals.
- Proficiency in designing and executing comprehensive recruitment and selection processes that attract and hire top talent, utilising innovative approaches to meet organisational needs and reflect ethical and social responsibilities.
- Competence in creating and delivering targeted training and development programmes that enhance employee skills and competencies, ensuring alignment with organisational objectives and adapting to evolving industry standards.
- Ability to manage performance appraisal systems with precision to evaluate employee performance and provide constructive feedback, demonstrating leadership in diverse work environments and addressing performance challenges effectively.
- Skills in utilising cutting-edge HRM technologies and tools to streamline HR processes and data management, improving efficiency and decision-making capabilities in human resource functions and fostering innovation in HR practices.

**Module-Specific Learner Skills**

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

- Analysing HR metrics and workforce data to inform strategic decision-making and identify opportunities for improvement.
- Developing and implementing HR strategies aligned with organisational goals to address complex business challenges in dynamic environments.
- Designing and executing effective recruitment and selection processes to attract, assess, and hire top talent.
- Managing performance appraisal systems to assess and enhance employee contributions and align individual performance with organisational objectives.
- Utilising HR technologies and data analytics tools to streamline processes, improve decision-making, and support strategic HRM initiatives.

**Module-Specific Digital Skills and Competences**

**Learners will develop digital skills and competencies including:**

- Demonstrating expertise in using sophisticated Human Resource Management Systems (HRMS) to manage complex employee data and optimise HR processes.
- Applying advanced data analytics tools to analyse HR metrics, derive insights, and make informed decisions that enhance organisational performance.
- Utilising digital communication and collaboration platforms effectively to manage HR projects and facilitate remote team coordination.
- Developing and implementing digital recruitment strategies using online platforms to attract, assess, and secure top talent efficiently.

**Module Workload**

| Component | Hours |
|---|---|
| Total Contact Hours | 50 |
| Supervised Placement and Practice Hours | 0 |

| Component | Hours |
|---|---|
| **Self-Study Hours** | **195** |
| **Assessment Hours** | **5** |
| **Total Learning Hours** | **250** |
| **ECTS Credits** | **10** |

Contact Hours: Structured learning activities under the direction of a lecturer/tutor, including interactive online lectures, seminars, and participation in online forums.
Self-Study Hours: Independent research, reading, case study analysis, development of HR strategies, and preparation of assessments.
Assessment Hours: Time allocated for examinations, presentations, and assignment completion.

**Pedagogy**
**This module is delivered through a blended online learning approach incorporating:**

- Interactive Online Lectures: Introduction to strategic HRM frameworks, key HR functions, legal and ethical considerations, and contemporary HRM challenges.
- Case Studies: Analysis of real-world HRM scenarios to develop problem-solving skills, strategic thinking, and practical application of HR principles.
- Group Projects: Collaborative activities using digital collaboration tools to develop HR strategies, solve workforce challenges, and present recommendations.
- Practical Exercises: Hands-on application of Human Resource Management Software (HRMS) and data analytics tools to manage HR processes and analyse workforce data.
- Virtual Discussions: Digital communication platforms facilitating peer-to-peer learning, debate on contemporary HRM issues, and exploration of best practices.
- Learning Management System (LMS): Online platform providing access to course materials, assignments, resources, and interactive learning activities.

The pedagogical approach emphasises strategic thinking, evidence-based decision-making, ethical leadership, and the integration of technology in HRM practice.

**Assessment Strategy**
**Assessment Weightings**

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

**Assessment Methods**
**Assignment (50%):**
Learners will complete a written assignment (maximum 1,500 words) addressing strategic HRM challenges, developing HR strategies aligned with organisational goals, or analysing contemporary HR issues. This assesses their ability to apply strategic HRM frameworks, integrate theoretical knowledge with practical application, and propose evidence-based recommendations.

**Presentation (30%):**
Learners will deliver an individual presentation (10 minutes, approximately 850 words or maximum 10 slides) communicating strategic HRM analysis, workforce planning strategies, or HR technology implementation proposals. This assesses their capability to articulate complex HRM concepts clearly, present data-driven insights, and engage professional audiences effectively.

**Examination (20%):**
A written examination will evaluate theoretical understanding of strategic HRM concepts, analytical skills, and the ability to apply HR principles to business scenarios. Questions will address strategic alignment, talent management, performance systems, ethical considerations, and the use of HR technologies in organisational contexts.
All assessments are conducted using digital learning tools, including online assessment platforms and presentation software.

**Pass Mark: 50%**

**Reassessment Policy**

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

- Process: Reassessment may involve resubmission of the assignment, delivery of a revised presentation, and/or a resit examination, as appropriate.
- Timing: Reassessments are scheduled in accordance with the academic calendar, with specific deadlines communicated to affected students.
- Support: Additional academic support, including individual tutorials and skills workshops, is available to help students address identified areas for development and prepare effectively for reassessment.

**Essential Reading**

**Core Texts**

- Bratton, J., Gold, J., Bratton, A. & Steele, L. (2022). *Human Resource Management*. Bloomsbury Publishing.
- Buyens, D., De Vos, A. & Trullen, J. (2020). *Strategic Human Resource Management: An International Perspective*. SAGE Publications Ltd.
- O'Brien, E.H. & Scullion, P.J. (2022). *Human Resource Management: A European Perspective*. Routledge.
- Collings, D.G., Mellahi, K. & Cascio, W.F. (2022). *Human Resource Management: A Global Perspective*. Routledge.
- Bratton, J. & Gold, J. (2017). *Human Resource Management: Theory and Practice* (6th ed.). Palgrave.

**Additional Reading**

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

## UNIT SPECIFICATIONS

**Unit Title**

Strategic Leadership and Management

**Level**

7

**Learning Time Hours**

250

**ECTS**

10

**Module Overview**

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

**Learning Outcomes**

**Competences**

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

- Critically evaluate key strategic leadership theories and their applicability across various organisational contexts, demonstrating the ability to adapt theoretical insights to complex and unpredictable environments.
- Design and implement comprehensive strategic planning frameworks that address organisational growth and transformation, integrating interdisciplinary knowledge to develop innovative approaches in strategic management.
- Assess and apply different leadership styles to enhance team performance and drive organisational outcomes, utilising advanced problem-solving skills to adapt leadership approaches to evolving team dynamics.

- Analyse and apply strategic management models to address complex business challenges and facilitate organisational change, demonstrating the ability to integrate new and interdisciplinary knowledge for effective problem-solving.
- Create and execute a strategic leadership plan that tackles organisational challenges and promotes innovation and growth, showing autonomy in directing learning and applying advanced strategic approaches to dynamic business contexts.

**Knowledge**

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

- Advanced concepts of strategic leadership, demonstrating their role in shaping and influencing organisational vision, direction, and long-term success.
- The strategic management process, identifying how organisations develop and sustain competitive advantage through the integration of complex, multi-disciplinary strategies.
- Core elements of various leadership styles, assessing their effectiveness and impact on organisational performance, innovation, and adaptability in diverse and complex environments.
- Strategic decision-making frameworks, applying them to complex and uncertain business scenarios to demonstrate their utility in achieving organisational objectives.
- The interrelationship between leadership and organisational culture, analysing how these dynamics influence strategic change initiatives and organisational resilience.

**Skills**

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

- Capability to analyse complex business scenarios to devise strategic solutions that align with organisational goals, demonstrating advanced problem-solving skills and the ability to integrate multi-disciplinary knowledge.
- Proficiency in critically evaluating leadership challenges and implementing effective management strategies tailored to diverse organisational contexts, reflecting specialised knowledge and innovative problem-solving abilities.
- Competence in designing and executing strategic plans that address organisational needs and drive sustainable growth, applying specialised knowledge and leadership skills to foster long-term success.
- Ability to facilitate team collaboration to lead strategic initiatives and enhance organisational performance, demonstrating advanced communication and leadership skills in complex and unpredictable contexts.
- Skills in applying strategic decision-making frameworks to solve real-world business problems efficiently, showcasing the ability to integrate theoretical knowledge with practical application to achieve effective outcomes.

**Module-Specific Learner Skills**

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

- Critically evaluating and developing long-term strategies that align with organisational objectives.
- Leading and motivating teams to achieve strategic goals in dynamic business environments.
- Making informed decisions using strategic management frameworks and data-driven insights.
- Effectively managing and implementing organisational change initiatives to enhance performance and adaptability.

**Module-Specific Digital Skills and Competences**

**Learners will develop digital skills and competencies including:**

- Proficiency in using project management platforms like Microsoft Project or Asana to plan, execute, and monitor strategic initiatives.
- Competence in leveraging collaboration tools like Zoom, Microsoft Teams, or Slack to lead virtual teams and facilitate strategic discussions.
- Ability to utilise digital communication tools to facilitate remote strategic planning sessions and leadership meetings effectively.
- Skills in using data analytics and visualisation tools like Power BI to analyse business data and inform strategic decision-making.

**Module Workload**

| Component | Hours |
|---|---|
| Total Contact Hours | 50 |
| Supervised Placement and Practice Hours | 0 |
| Self-Study Hours | 195 |

| Component | Hours |
|---|---|
| **Assessment Hours** | **5** |
| **Total Learning Hours** | **250** |
| **ECTS Credits** | **10** |

Contact Hours: Structured learning activities under the direction of a lecturer/tutor, including live online lectures, interactive sessions, and participation in discussion forums.
Self-Study Hours: Independent research, reading, case study analysis, strategic planning exercises, and preparation of assessments.
Assessment Hours: Time allocated for examinations, presentations, and assignment completion.

**Pedagogy**
**This module is delivered through an online learning approach incorporating:**

- Live Online Lectures: Introduction to strategic leadership theories, strategic management frameworks, leadership styles, decision-making processes, and organisational change management.
- Interactive Sessions: Real-time discussions, question-and-answer sessions, and collaborative exploration of contemporary strategic leadership challenges.
- Case Studies: Analysis of real-world strategic leadership scenarios to develop problem-solving skills, strategic thinking, and practical application of leadership principles.
- Group Projects: Collaborative activities using digital collaboration tools like Microsoft Teams to develop strategic plans, solve organisational challenges, and present recommendations.
- Practical Data Analysis Exercises: Hands-on use of digital tools such as Power BI to analyse business data and inform strategic decisions.
- Discussion Forums: Online platforms facilitating peer-to-peer learning, debate on strategic issues, and exploration of best practices.
- Learning Management System (LMS): Online platform for managing assessments, quizzes, project submissions, and access to course materials and resources.

The pedagogical approach emphasises critical thinking, strategic analysis, collaborative learning, and the integration of technology in leadership and management practice.

**Assessment Strategy**
**Assessment Weightings**

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

**Assessment Methods**
**Assignment (50%):**
Learners will complete a written assignment (maximum 1,500 words) addressing strategic leadership challenges, developing strategic plans, or analysing organisational change scenarios. This assesses their ability to apply strategic management frameworks, integrate theoretical knowledge with practical application, and propose evidence-based recommendations for organisational improvement.

**Presentation (30%):**
Learners will deliver an individual presentation (10 minutes, approximately 850 words or maximum 10 slides) communicating strategic leadership analysis, strategic planning proposals, or evaluation of leadership styles and their organisational impact. This assesses their capability to articulate complex strategic concepts clearly, present data-driven insights, and engage professional audiences effectively.

**Examination (20%):**
A written examination will evaluate theoretical understanding of strategic leadership and management concepts, analytical skills, and the ability to apply strategic frameworks to business scenarios. Questions will address leadership theories, strategic planning, decision-making, organisational change, and the relationship between leadership and organisational culture.
All assessments are conducted using digital learning tools, including online assessment platforms and presentation software.

**Pass Mark: 50%**

**Reassessment Policy**

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

- Process: Reassessment may involve resubmission of the assignment, delivery of a revised presentation, and/or a resit examination, as appropriate.
- Timing: Reassessments are scheduled in accordance with the academic calendar, with specific deadlines communicated to affected students.
- Support: Additional academic support, including individual tutorials and skills workshops, is available to help students address identified areas for development and prepare effectively for reassessment.

**Essential Reading**

**Core Texts**

- Schuster, M.A. (2022). *Strategic Leadership: A Multinational Perspective*. Routledge.
- Yukl, G. (2019). *Leadership in Organizations: Global Edition*. Pearson.
- Schaefer, A. (2023). *Strategic Management and Leadership*. Springer.
- Wehling, K. (2021). *Leadership in Organizations*. Palgrave Macmillan.
- David, F. & David, F. (2023). *Strategic Management: A Competitive Advantage* (17th ed.). Pearson.
- Dess, G.G., McNamara, G. & Eisner, A.B. (2023). *Strategic Management: Text and Cases*. McGraw Hill.

**Additional Reading**

- Schuster, M.A. (2022). *Strategic Leadership: A Multinational Perspective*. Routledge.
- Yukl, G. (2019). *Leadership in Organizations: Global Edition*. Pearson.
- Schaefer, A. (2023). *Strategic Management and Leadership*. Springer.
- Wehling, K. (2021). *Leadership in Organizations*. Palgrave Macmillan.
- David, F. & David, F. (2023). *Strategic Management: A Competitive Advantage* (17th ed.). Pearson.
- Dess, G.G., McNamara, G. & Eisner, A.B. (2023). *Strategic Management: Text and Cases*. McGraw Hill.

## UNIT SPECIFICATIONS

**Unit Title**

Supply Chain Planning, Modelling and Analytics

**Level**

7

**Learning Time Hours**

250

**ECTS**

10

**Module Overview**

The Supply Chain Planning, Modelling and Analytics module provides learners with in-depth knowledge of planning processes across all key aspects of supply chain management, including demand, inventory, production, transportation, and distribution. It focuses on the relevance of each planning process, the associated information requirements, and the use of quantitative modelling and analytics to support data-driven decision-making in complex, dynamic environments. The module prepares learners to design, analyse, and optimise end-to-end supply chains using advanced modelling techniques, project management approaches, and digital tools, with strong emphasis on strategic alignment, risk management, and performance improvement.

**Learning Outcomes**

**Competences**

**By the end of the module, learners will be able to:**

- Develop and implement strategic supply chain solutions that address complex and unpredictable business environments, ensuring alignment with organisational goals and optimising operational efficiency through innovative approaches.
- Apply advanced modelling techniques and interdisciplinary knowledge to analyse and optimise supply chain components, demonstrating high proficiency in addressing diverse and evolving supply chain challenges.
- Utilise sophisticated data analytics and quantitative methods to drive strategic decision-making and enhance supply chain planning and performance, integrating new knowledge to support organisational objectives.
- Lead and manage supply chain projects across all phases—planning, execution, and evaluation—demonstrating responsibility and autonomy in ensuring project success and alignment with strategic goals.

- Address complex supply chain issues, including risk management and resource allocation, through advanced problem-solving and strategic management skills, integrating research-based diagnostics and interdisciplinary knowledge to create effective solutions.

**Knowledge**
**On successful completion, learners will have engaged with:**

- Advanced approaches to supply chain strategy formulation and alignment with organisational goals, accounting for demand variability, lead times, capacity constraints, and risk mitigation.
- Sophisticated supply chain modelling techniques, including mathematical optimisation (e.g. linear and mixed-integer programming), simulation, and network optimisation, and how these are used to assess and enhance supply chain performance.
- The role of data analytics and quantitative methods (e.g. forecasting, scenario analysis, sensitivity analysis) in supporting strategic supply chain decisions and improving planning accuracy and operational efficiency.
- Project management principles tailored to supply chain contexts, including planning, execution, monitoring, and evaluation of supply chain initiatives to ensure successful outcomes.
- Theoretical frameworks for addressing complex supply chain challenges, such as risk management, resilience, and resource allocation, and their application to real-world problems.

**Skills**
**By the end of the module, learners will be able to:**

- Develop and implement sophisticated supply chain strategies that align with organisational objectives, ensuring optimal operational efficiency and performance.
- Apply advanced supply chain modelling techniques to analyse and optimise inventory levels, transportation decisions, production schedules, and distribution network design.
- Use data analytics tools and quantitative methods to extract actionable insights from complex supply chain datasets, enhancing decision-making, responsiveness, and performance.
- Manage the full lifecycle of supply chain projects from planning through execution to evaluation, ensuring delivery within scope, time, and resource constraints.
- Employ specialised problem-solving techniques to diagnose and resolve complex challenges related to risk, uncertainty, and resource allocation in supply chains.

**Module-Specific Learner Skills**
**Upon completion, learners will demonstrate enhanced abilities in:**

- Analysing supply chain data to identify trends, bottlenecks, and improvement opportunities that support tactical and strategic decisions.
- Collaborating with cross-functional teams (e.g. operations, finance, marketing, IT) to align supply chain planning activities with broader organisational objectives.
- Constructing and interpreting supply chain models using mathematical optimisation, simulation, and network modelling techniques to evaluate trade-offs and optimise performance.

**Module-Specific Digital Skills and Competences**
**Learners will develop digital capabilities including:**

- Creating informative data visualisations using tools such as Tableau or Excel to communicate supply chain performance and scenario outcomes.
- Using statistical or programming tools such as R or Python for data analysis, forecasting, and model development.
- Working with simulation tools (e.g. AnyLogic or similar) to model complex supply chain scenarios involving uncertainty and dynamic behaviour.
- Understanding and navigating Supply Chain Management Systems (SCMS) and related enterprise platforms to support planning and execution.
- Applying advanced Excel skills for data manipulation, scenario modelling, optimisation add-ins, and dashboarding.

**Module Workload**

| Component | Hours |
|---|---|
| **Total Contact Hours** | **50** |
| **Supervised Placement and Practice Hours** | **0** |
| **Self-Study Hours** | **195** |

| Component | Hours |
|---|---|
| **Assessment Hours** | **5** |
| **Total Learning Hours** | **250** |
| **ECTS Credits** | **10** |

Contact Hours: Live and recorded sessions, case-based workshops, and guided discussions under lecturer/tutor direction.
Self-Study Hours: Independent reading, modelling exercises, software practice, case analysis, and preparation of assessments.
Assessment Hours: Time dedicated to working on the assignment, preparing the presentation, and sitting the examination.

**Pedagogy**
**Teaching and learning will be delivered through an applied, practice-oriented approach:**

- Case Studies: In-depth analysis of real-world supply chain cases to illustrate strategy, planning, modelling, and analytics in different sectors.
- Discussions: Structured and open discussions on current supply chain issues, technology trends, and best practices, encouraging critical thinking.
- Hands-On Exercises: Spreadsheet modelling, optimisation tasks, and analytics exercises to reinforce theoretical concepts.
- Simulations: Use of simulation tools to experiment with complex supply chain scenarios (e.g. demand shocks, capacity constraints, disruptions).
- Guest Lectures: Sessions with industry experts to connect theory with practice and highlight emerging trends in supply chain analytics.

Digital tools (visualisation, optimisation, simulation, and collaboration platforms) are integrated throughout to build practical competence and industry readiness.

**Assessment Strategy**
**Assessment Weightings**

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

**Assessment Methods**

- Assignment (50%, max 1,500 words):
  Learners analyse one or more supply chain case studies, evaluate existing strategies, apply appropriate modelling or analytical techniques, and propose improved supply chain solutions. This tests their ability to integrate strategy, modelling, and analytics in written form.
- Presentation (30%, 10 minutes / ~850 words / max 10 slides):
  Individual presentations require students to present findings on key concepts and strategies in supply chain and operations management, often supported by model outputs or data visualisations. This assesses clarity of communication, analytical rigour, and practical insight.
- Examination (20%):
  A written exam with structured questions and scenario-based tasks assesses theoretical understanding, analytical skills, and the ability to apply concepts such as strategy, modelling, and analytics under time constraints.

All assessments use digital platforms for submission and delivery (e.g. online assessment systems, video-conferencing for live or recorded presentations, and shared documents for feedback).

**Pass Mark: 50%**

**Essential Reading**
**Core Texts**

- Chopra, S. (2021). *Supply Chain Management: Strategy, Planning, and Operation*. Pearson.
- Sanders, N.R. (2020). *Supply Chain Management: A Global Perspective* (3rd ed.). Wiley.
- Mangan, J., Lalwani, C. & Calatayud, A. (2020). *Global Logistics and Supply Chain Management* (4th ed.). Wiley.
- Biçer, I. (2023). *Supply Chain Analytics: An Uncertainty Modeling Approach*. Springer Texts in Business and Economics.

- Mangan, J., Lalwani, C. & Butcher, T. (2020). *Supply Chain Management: An Introduction to Logistics and Supply Chain Management*. Wiley.

**Suggested Research-Oriented Reading**

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

## UNIT SPECIFICATIONS

**Unit Title**
Accounting & Financial Management

**Level**
7

**Learning Time Hours**
250

**ECTS**
10

**Module Overview**
This module enables learners to gain comprehensive understanding of the role of accounting and financial management in solving business problems and supporting strategic decision-making. Learners develop capabilities to critically evaluate financial information, apply advanced financial management principles, and develop strategic financial plans that align with organisational objectives. The module covers key areas including financial analysis, budgeting and forecasting, investment appraisal, financial risk management, business planning, performance measurement, and regulatory compliance. Through real-world case studies, financial modelling exercises, and practical application of financial tools, learners develop the expertise required to plan, manage, and optimise financial resources to achieve strategic objectives and ensure financial sustainability in complex business environments.

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

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

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

- Advanced financial management principles, including budgeting, forecasting, and investment analysis, and their application to enhance organisational financial performance.
- Strategic financial planning processes and their integration with business objectives, critically assessing how financial strategies align with and support overall business goals.
- Business strategy frameworks and models that support the development and implementation of effective, financially informed business plans.
- Financial performance metrics and indicators, applying sophisticated analytical techniques to evaluate and improve organisational financial outcomes.
- Financial risk management principles and their application in decision-making processes to manage and mitigate financial risks in complex organisational contexts.
- Relevant regulatory requirements and ethical standards in financial management, ensuring that financial decisions adhere to legal and ethical guidelines.
- Advanced market analysis techniques and how external factors influence business strategy, financial decision-making, and overall organisational success.

**Skills**

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

- Capability to apply advanced financial analysis techniques to make strategic decisions that enhance business performance and maximise shareholder value, demonstrating specialised problem-solving skills and integration of multi-disciplinary knowledge.
- Proficiency in developing and presenting comprehensive business plans that effectively integrate financial forecasting, risk assessment, and resource management, showcasing leadership and innovation in strategic planning.
- Competence in utilising sophisticated financial performance metrics to monitor, analyse, and enhance organisational performance, ensuring progress towards strategic objectives with critical evaluation and adaptability.
- Ability to identify, assess, and mitigate financial risks using advanced risk management techniques to protect organisational assets, demonstrating specialised knowledge and responsible decision-making.
- Skills in developing and implementing business strategies based on thorough financial analysis and market research to achieve competitive advantage, reflecting innovation and leadership in strategic execution.
- Ability to ensure adherence to financial regulations and ethical standards in all financial management practices and decision-making processes, integrating social and ethical responsibilities into comprehensive compliance strategies.
- Competence in applying advanced financial management techniques to create and implement strategic financial plans that address organisational goals, maximise resource utilisation, and mitigate risks, incorporating detailed financial forecasts, capital structure decisions, and investment strategies.

**Module-Specific Learner Skills**

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

- Analysing financial statements and reports to assess an organisation's financial health and performance.
- Developing and implementing strategic plans that align financial resources with business objectives.
- Identifying financial risks and applying strategies to mitigate their impact on organisational performance.
- Creating comprehensive business plans with detailed financial projections and resource management strategies.
- Understanding and managing cash flows essential for the sustainability of an organisation.
- Using statistical models and industry trends to project future financial performance.
- Applying advanced investment appraisal techniques such as Net Present Value (NPV), Internal Rate of Return (IRR), and break-even analysis.
- Exploring investment decision-making to maximise returns while minimising risks.

**Module-Specific Digital Skills and Competences**

**Learners will develop digital skills and competencies including:**

- Using financial management software and tools for budgeting, forecasting, and financial analysis.
- Applying data analysis techniques and software to interpret financial data, generate insights, and support decision-making.
- Creating and presenting digital financial reports and dashboards using data visualisation tools to communicate financial performance and strategic insights effectively.
- Implementing basic cybersecurity measures to protect financial data and ensure the integrity and confidentiality of financial information.

**Module Workload**

| Component | Hours |
|---|---|
| Total Contact Hours | 50 |

| Component | Hours |
|---|---|
| **Supervised Placement and Practice Hours** | **0** |
| **Self-Study Hours** | **195** |
| **Assessment Hours** | **5** |
| **Total Learning Hours** | **250** |
| **ECTS Credits** | **10** |

Contact Hours: Structured learning activities including recorded lectures for foundational knowledge, live webinars for interactive discussions, and virtual workshops for hands-on practice with financial tools.
Self-Study Hours: Independent research, reading, financial modelling exercises, case study analysis, and preparation of assessments.
Assessment Hours: Time allocated for examinations, presentations, and assignment completion.

**Pedagogy**
**This module is delivered through a blended online learning approach incorporating:**

- Recorded Lectures: Introduction to foundational knowledge in accounting and financial management principles, including financial analysis, budgeting, forecasting, investment appraisal, and risk management.
- Live Webinars: Interactive discussions on contemporary financial management issues, strategic financial planning, and application of financial concepts to business contexts.
- Virtual Workshops: Hands-on practice with financial tools including Microsoft Excel for financial modelling, QuickBooks or other accounting software for practical exercises.
- Real-World Case Studies: Application of concepts such as financial statement analysis, budgeting, financial risk assessments, and strategic financial planning to dynamic business situations.
- Group Projects: Collaborative activities facilitating practical application of financial management principles and development of business plans.
- Guest Speakers: Industry professionals joining via video conferencing to provide insights into contemporary financial management practices and challenges.
- E-Learning Platform: Online platform for accessing course materials, submitting assignments, completing quizzes, and receiving feedback.

The pedagogical approach emphasises practical application, critical analysis, and the development of strategic financial management capabilities relevant to modern business environments.

**Assessment Strategy**
**Assessment Weightings**

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

**Assessment Methods**
**Assignment (50%):**
Learners will complete a written assignment (maximum 1,500 words) involving analysis of financial case studies, evaluation of accounting practices, and development of strategies for effective financial management. This assesses their ability to apply financial analysis techniques, critically evaluate financial information, and propose evidence-based recommendations for organisational financial performance improvement.

**Presentation (30%):**
Learners will deliver an individual presentation (10 minutes, approximately 850 words or maximum 10 slides) presenting findings and insights on financial policies, management strategies, or business planning proposals using digital presentation tools. This assesses their capability to communicate complex financial concepts clearly, present analytical findings, and engage professional audiences effectively.

**Examination (20%):**
A written examination will assess theoretical understanding, analytical skills, and the application of financial and accounting

concepts to real-world scenarios. Questions will address financial analysis, budgeting and forecasting, investment appraisal, risk management, and strategic financial planning in business contexts.
All assessments are conducted using digital learning tools, including online assessment platforms and presentation software.
**Pass Mark: 50%**

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

- Process: Reassessment may involve resubmission of the assignment, delivery of a revised presentation, and/or a resit examination, as appropriate.
- Timing: Reassessments are scheduled in accordance with the academic calendar, with specific deadlines communicated to affected students.
- Support: Additional academic support, including individual tutorials and skills workshops, is available to help students address identified areas for development and prepare effectively for reassessment.

**Essential Reading**
**Core Texts**

- McLaney, E. & Atrill, P. (2023). *Accounting and Finance: An Introduction*. Pearson.
- Phillips, F., Clor-Proell, S., Libby, R. & Libby, P. (2024). *Fundamentals of Financial Accounting*. McGraw Hill.
- Williams, J., Bettner, M., Carcello, J. & Haka, S. (2021). *Financial Accounting*. McGraw Hill.
- McLaney, E. & Atrill, P. (2022). *Accounting and Finance for Non-Specialists*. Pearson.
- Damodaran, A. (2022). *Corporate Finance: Theory and Practice*. Wiley.

**Additional Reading**

- Lasher, W.R. (2020). *Financial Management: A Practical Guide*. Sage Publications.
- Graham, M. (2013). *Accounting for Non-accountants: A Manual for Managers and Students* (9th ed.). Kogan Page.
- Hillier, D., Grinblatt, M. & Titman, S. (2024). *Financial Markets and Corporate Strategy*. McGraw Hill.
- Brealey, R.A., Myers, S.C. & Allen, F. (2022). *Principles of Corporate Finance*. McGraw-Hill Education.
- Brigham, E.F. & Ehrhardt, M.C. (2023). *Financial Management: Theory and Practice*. Cengage Learning.
- Grossi, G. & Argento, D. (2022). The fate of accounting for public governance development. *Accounting, Auditing & Accountability Journal*, 35, 272–303.

## UNIT SPECIFICATIONS

**Unit Title**
Entrepreneurship and Innovation

**Level**
7

**Learning Time Hours**
250

**ECTS**
10

**Module Overview**
The Entrepreneurship and Innovation module introduces learners to the fundamental business processes and strategies associated with enterprise creation and entrepreneurial ventures. It explores entrepreneurship in both local and global contexts, fostering understanding of how businesses can innovate to maintain competitiveness in rapidly changing environments. The module emphasizes the significance of entrepreneurship-related financial markets, providing insights into financial instruments, funding opportunities, venture capital, private equity, and the role of financial markets in supporting entrepreneurial growth. Through examination of business models, innovation strategies, intellectual property rights, risk management, and market research techniques, learners develop capabilities to design, launch, and scale entrepreneurial ventures. This holistic approach ensures students grasp operational, strategic, and financial aspects of entrepreneurship, preparing them to lead innovation initiatives and make informed decisions in complex business environments.

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

- Develop and manage entrepreneurial projects, demonstrating autonomy in decision-making, strategic planning, and resource management to address complex and unpredictable business challenges.
- Lead and inspire innovation within organisations, applying creative thinking and collaborative approaches to foster entrepreneurial culture and improve business processes.
- Evaluate and mitigate risks in entrepreneurial ventures by applying advanced risk management techniques, ensuring business sustainability and growth.
- Manage cross-functional teams, demonstrating leadership in the implementation of innovative strategies that support organisational objectives in competitive markets.
- Critically reflect on entrepreneurial practices and assess their impact on social, ethical, and global business environments, integrating sustainability principles in business decision-making.
- Demonstrate the ability to integrate financial market dynamics into entrepreneurial decision-making, including sourcing and managing funding opportunities such as venture capital, private equity, and other financial instruments, to support the growth and sustainability of innovative ventures.

**Knowledge**

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

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

**Skills**

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

- Capability to design and implement innovative business models, using tools like PESTLE analysis, cost-benefit analysis, and risk management techniques to improve business processes and foster competitive advantages.
- Proficiency in developing comprehensive business plans, including financial forecasting, market research, and resource allocation, aligned with the strategic goals of a business or project.
- Competence in utilising creative problem-solving techniques, such as lateral thinking and visioning, to address challenges in entrepreneurship and business innovation.
- Ability to communicate entrepreneurial ideas and solutions effectively to diverse stakeholders, using both qualitative and quantitative data to support arguments and proposals.
- Skills in negotiating with investors and stakeholders, demonstrating strong presentation and pitching skills, addressing complex questions with evidence-based solutions to secure sponsorship or investment for entrepreneurial ventures.
- Ability to apply advanced financial analysis techniques to evaluate market conditions, assess funding options, and develop financial strategies that align with the entrepreneurial goals of the business, ensuring optimal access to financial resources and sustainability.

**Module-Specific Learner Skills**

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

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

**Module-Specific Digital Skills and Competences**

**Learners will develop digital skills and competencies including:**

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

**Module Workload**

| Component | Hours |
|---|---|
| **Total Contact Hours** | **50** |
| **Supervised Placement and Practice Hours** | **0** |
| **Self-Study Hours** | **195** |
| **Assessment Hours** | **5** |
| **Total Learning Hours** | **250** |
| **ECTS Credits** | **10** |

Contact Hours: Structured learning activities including lectures, seminars, interactive discussions, and participation in online forums, facilitated both in-person and through online platforms.
Self-Study Hours: Independent research, reading, case study analysis, business plan development, market research, and preparation of assessments.
Assessment Hours: Time allocated for case analysis, presentations, and assignment completion.

**Pedagogy**
**This module is delivered through a blended learning approach incorporating:**

- Lectures: Introduction to fundamental concepts of entrepreneurship and innovation, including theories, business models, innovation strategies, intellectual property, financial markets, and risk management.
- Case Studies: Analysis of real-world entrepreneurial ventures and innovation initiatives to illustrate practical application of concepts and strategies.
- Interactive Discussions: Facilitated discussions exploring contemporary entrepreneurial challenges, opportunities, and best practices in innovation management.
- Practical Exercises and Simulations: Hands-on activities reinforcing theoretical concepts, including business model development, market research, financial analysis, and risk assessment.
- Guest Lectures: Industry experts and successful entrepreneurs sharing real-world insights, experiences, and perspectives on entrepreneurship and innovation.
- Hands-On Projects: Practical projects enabling learners to develop business plans, conduct market research, and pitch entrepreneurial ideas to simulated or real investors.

The pedagogical approach emphasises experiential learning, critical thinking, creative problem-solving, and the integration of financial market knowledge in entrepreneurial decision-making.

**Assessment Strategy**
**Assessment Weightings**

- Case Assignment: 40%
- Group Presentation: 30%
- Case Study Analysis: 30%

**Assessment Methods**
**Case Assignment (40%):**
Learners will complete a written case assignment (maximum 1,250 words) involving analysis of entrepreneurial case studies,

preparation of financial reports, and strategic recommendations based on real-world examples. This assesses their ability to apply entrepreneurship and innovation concepts, conduct financial analysis, and propose evidence-based strategies for venture development and growth.

**Group Presentation (30%):**
Learners will deliver a group presentation (10 minutes, approximately 850 words or maximum 10 slides) presenting findings and insights on specific entrepreneurship and innovation topics using digital presentation tools. This assesses their capability to collaborate effectively, communicate complex entrepreneurial concepts clearly, and engage audiences professionally.

**Case Study Analysis (30%):**
Learners will complete a written case study analysis (750–1,000 words) examining entrepreneurial ventures, innovation processes, or financial market mechanisms. This assesses their ability to critically evaluate entrepreneurial practices, apply theoretical frameworks, and draw meaningful conclusions relevant to business strategy and innovation management.

All assessments are conducted using digital learning tools, including online assessment platforms and presentation software.

**Pass Mark: 50%**

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

- Process: Reassessment may involve resubmission of the case assignment, delivery of a revised presentation, and/or resubmission of the case study analysis, as appropriate.
- Timing: Reassessments are scheduled in accordance with the academic calendar, with specific deadlines communicated to affected students.
- Support: Additional academic support, including individual tutorials and skills workshops, is available to help students address identified areas for development and prepare effectively for reassessment.

**Essential Reading**
**Core Texts**


- Barringer, B.R. & Ireland, R.D. (2021). *Entrepreneurship: Successfully Launching New Ventures* (Updated Global Edition). Pearson.
- Bessant, J.R. & Tidd, J. (2024). *Innovation and Entrepreneurship* (4th ed.). Wiley.
- Zacharakis, A., Corbett, A.C. & Bygrave, W.D. *Entrepreneurship* (5th ed.). Wiley.
- Smith, J.K. & Smith, R.L. (2019). *Entrepreneurial Finance: Venture Capital, Deal Structure & Valuation*. Stanford University Press.
- Casson, M. (2024). *Entrepreneurship and the Market Economy: A New Perspective*. Edward Elgar Publishing.
- Kennard, M. (2021). *Innovation and Entrepreneurship*. Routledge.
- Hillier, D., Grinblatt, M. & Titman, S. (2024). *Financial Markets and Corporate Strategy*. McGraw Hill.
- Audretsch, D.B., Falck, O., Heblich, S. & Lederer, A. (2011). *Handbook of Research on Innovation and Entrepreneurship*. Elgar Publishing.


**Additional Reading**


- Howells, P. & Bain, K. (2007). *Financial Markets and Institutions* (5th ed.). Pearson Education.
- Reilly, F. & Brown, K. (2009). *Investment Analysis & Portfolio Management* (10th ed.). Thomson One.
- Woods, M., Kajuter, P. & Linsley, P. (2008). *International Risk Management. Systems, Internal Control, & Corporate Governance*. CIMA Publishing.
- Zook, C. & Allen, J. (2022). *The Founder's Mentality: How to Overcome the Predictable Crises of Growth*. Harvard Business Review Press.
- McGrath, R. (2022). *Seeing Around Corners: How to Spot Inflection Points in Business Before They Happen*. Houghton Mifflin Harcourt.
- Maurya, A. (2020). *Scaling Lean: Mastering the Key Metrics for Startup Growth*. Portfolio.
- Kidder, D.S. (2021). *The Startup Playbook: Secrets of the Fastest-Growing Startups from Their Founding Entrepreneurs*. Penguin Random House.
- Moshman, S.L. (2023). *Start-Up Smarts: Essential Lessons for Entrepreneurial Success*. Per Capita Publishing.
- Christensen, C.M., Raynor, M. & McDonald, R. (2021). *The Prosperity Paradox: How Innovation Can Lift Nations Out of Poverty*. HarperBusiness.
- Osterwalder, A., Pigneur, Y. & Smith, A. (2021). *The Invincible Company: How to Constantly Reinvent Your Organization with Inspiration From the World's Best Business Models*. Wiley.
- Porter, M.E. (2021). *The Big Picture: The New Logic of Money and Business*. Harvard Business Review Press.
- Cagan, M. (2022). *Empowered: Ordinary People, Extraordinary Products*. Wiley.
- Verbeke, A. (2020). *Global Business Strategy: A Systems Approach*. Cambridge University Press.
- Bungerberd, M., Griebel, J., Hobe, S. & Reinish, A. (2015). *International Investment Law: A Handbook*. Hart Publishing.

- Elton, E., Gruber, M., Brown, S. & Goetzmann, W. (2011). *Modern Portfolio Theory and Investment Analysis: International Student Version* (8th ed.). John Wiley.

## UNIT SPECIFICATIONS

**Unit Title**
Consumer Behaviour & Market Communications

**Level**
7

**Learning Time Hours**
250

**ECTS**
10

**Module Overview**
This module develops learners' theoretical and practical understanding of processes and factors that influence the consumer behaviour of individuals and organisations. By learning about how consumers make decisions, what motivates them, and how contexts and practices influence consumption, learners are able to strategically apply these insights to the creation of customer value and critique current marketing practices and consumer communications. The module examines advanced theories and models of consumer behaviour, market research methodologies, strategic frameworks for market communication, customer relationship management (CRM) techniques, and metrics for evaluating campaign effectiveness. Learners develop intellectual and analytical capabilities to interpret cultural and societal trends alongside psychological consumer processes, informing marketing decision-making and enabling them to design, implement, and adapt integrated market communication strategies that enhance brand positioning and drive consumer engagement in dynamic market environments.

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

- Analyse consumer behaviour patterns to autonomously develop and implement targeted market communication strategies that effectively address diverse consumer needs and preferences, demonstrating advanced problem-solving skills and strategic foresight.
- Design and execute comprehensive market communication strategies that integrate consumer insights with organisational objectives, managing these strategies to enhance brand positioning and market reach, and exhibiting leadership in aligning them with dynamic market conditions.
- Assess and interpret the effectiveness of market communication campaigns using both quantitative and qualitative metrics, guiding strategic decisions to meet organisational goals and drive consumer engagement, while critically evaluating and adapting strategies as needed.
- Manage and enhance consumer relationships through the application of advanced CRM techniques, fostering loyalty and improving customer satisfaction, taking responsibility for integrating these practices into broader organisational strategies.
- Adapt market communication strategies in response to evolving consumer behaviour and market trends, demonstrating strategic agility and innovation to maintain a competitive edge, and making informed adjustments based on comprehensive analysis and foresight.

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

- Advanced theories and models of consumer behaviour, including in-depth analysis of factors influencing consumer motivations, preferences, and decision-making processes in diverse market contexts.
- Advanced market research methodologies and techniques to gather, analyse, and interpret data on consumer preferences, attitudes, and purchasing behaviour, integrating these insights into strategic decision-making.
- Strategic frameworks for creating and implementing market communication strategies that effectively align with consumer insights, organisational goals, and emerging industry trends.
- Quantitative and qualitative metrics to evaluate the effectiveness of market communication campaigns, critically analysing their impact on consumer engagement, brand perception, and overall marketing effectiveness.
- Advanced customer relationship management (CRM) techniques, utilising specialised knowledge to enhance consumer relationships, drive loyalty, and improve satisfaction in competitive market environments.

**Skills**

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

- Capability to manage and analyse consumer behaviour patterns using advanced analytical techniques to develop targeted market communication strategies that effectively address complex consumer needs and preferences, demonstrating specialised problem-solving skills.
- Proficiency in creating and implementing sophisticated market communication strategies by integrating in-depth consumer insights and organisational objectives, employing multi-disciplinary knowledge to enhance brand positioning and expand market reach with innovative approaches.
- Competence in assessing and interpreting the effectiveness of market communication campaigns through advanced metrics and analytical tools, performing critical evaluations to ensure strategic alignment and maximise consumer engagement and campaign impact.
- Ability to apply advanced CRM techniques to strategically manage and enhance consumer relationships, using specialised skills to foster customer loyalty and improve overall satisfaction, while integrating ethical considerations and reflecting on social responsibilities associated with CRM practices.
- Skills in demonstrating leadership and adaptability in market communication strategies by responding to evolving consumer behaviour and market trends, showcasing the ability to innovate and maintain a competitive edge in complex and unpredictable environments.

**Module-Specific Learner Skills**

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

- Understanding of Integrated Marketing Communications (IMC) and the ability to integrate various communication channels to deliver cohesive and impactful marketing messages.
- Knowledge of ethical considerations in marketing communications and the ability to develop and execute ethical marketing strategies that build trust and credibility with consumers.
- Applying consumer behaviour insights to develop strategic marketing communications that resonate with target audiences and drive desired consumer actions.

**Module-Specific Digital Skills and Competences**

**Learners will develop digital skills and competencies including:**

- Utilising online resources for research and learning, including academic databases, market research platforms, and digital libraries.
- Engaging in online collaboration and communication for group projects and discussions using digital collaboration tools.
- Creating and delivering professional presentations using digital tools such as PowerPoint, Prezi, or similar presentation software.
- Conducting ethical and responsible online academic practices, including proper citation and referencing of digital sources.

**Module Workload**

| Component | Hours |
|---|---|
| Total Contact Hours | 50 |
| Supervised Placement and Practice Hours | 0 |
| Self-Study Hours | 195 |
| Assessment Hours | 5 |
| Total Learning Hours | 250 |
| ECTS Credits | 10 |

Contact Hours: Structured learning activities including interactive lectures, seminars, workshops, and participation in online forums.
Self-Study Hours: Independent research, reading, case study analysis, consumer research, survey development, and preparation of assessments.
Assessment Hours: Time allocated for presentations, case study analysis, and group project completion.

**Pedagogy**

**This module is delivered through a variety of engaging methods tailored to enhance students' understanding and application of marketing concepts:**

- Interactive Lectures: Introduction to consumer behaviour theories, market communication frameworks, research methodologies, CRM techniques, and campaign evaluation metrics.
- Case Studies: Analysis of real-world marketing campaigns, consumer behaviour scenarios, and market communication strategies to illustrate practical application of concepts.
- Group Discussions: Facilitated sessions exploring contemporary consumer trends, ethical marketing practices, and challenges in market communications.
- Experiential Learning Activities: Hands-on exercises including consumer research projects, survey design and analysis, and development of market communication strategies.
- Collaborative Projects: Group-based activities developing integrated marketing campaigns, conducting consumer behaviour research, and presenting findings.
- Simulations and Presentations: Practice-oriented activities enabling learners to apply knowledge, develop critical thinking, and enhance presentation and problem-solving skills.
- Digital Platforms and Resources: Online learning environments facilitating interactive and dynamic engagement with course materials, peer collaboration, and submission of assessments.

Real-world examples and industry insights are integrated throughout to provide practical relevance to theoretical concepts.

**Assessment Strategy**
**Assessment Weightings**

- Presentation: 30%
- Case Study Analysis: 30%
- Consumer Behaviour and Marketing Survey (Group Project): 40%

**Assessment Methods**
**Presentation (30%):**
Learners will deliver an individual presentation (10 minutes, approximately 850 words or maximum 10 slides) communicating insights on consumer behaviour, market communication strategies, or campaign evaluation. This assesses their capability to articulate complex marketing concepts clearly, present analytical findings, and engage professional audiences effectively using digital presentation tools.

**Case Study Analysis (30%):**
Learners will complete a written case study analysis (750–1,000 words) examining consumer behaviour patterns, market communication campaigns, or CRM practices. This assesses their ability to critically evaluate marketing strategies, apply theoretical frameworks, and draw meaningful conclusions relevant to consumer behaviour and market communications.

**Consumer Behaviour and Marketing Survey (Group Project) (40%):**
Learners will collaboratively conduct a consumer behaviour and marketing survey (maximum 1,500 words per group). This major component assesses their ability to design research instruments, collect and analyse consumer data, interpret findings, and develop evidence-based marketing recommendations, demonstrating teamwork, research skills, and strategic marketing capabilities.

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

**Pass Mark: 50%**

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

- Process: Reassessment may involve delivery of a revised presentation, resubmission of the case study analysis, and/or revision of group project contributions, as appropriate.
- Timing: Reassessments are scheduled in accordance with the academic calendar, with specific deadlines communicated to affected students.
- Support: Additional academic support, including individual tutorials and skills workshops, is available to help students address identified areas for development and prepare effectively for reassessment.

**Essential Reading**
**Core Texts**

- Solomon, M.R. (2019). *Consumer Behavior: Buying, Having, and Being*. Pearson.
- Sethna, Z. (2023). *Consumer Behaviour*. Sage Publication.
- Clow, K.E. & Baack, D. (2020). *Integrated Advertising, Promotion, and Marketing Communications*. Pearson.

- Mothersbaugh, D., Hawkins, D., Best, R. & Kleiser, S.B. (2023). *Consumer Behavior: Building Marketing Strategy*. McGraw Hill.
- Malhotra, N., Birks, D. & Wills, P. (2012). *Marketing Research: An Applied Approach* (4th ed.). Prentice Hall/FT.
- Schiffman, L.G. & Wisenblit, J.L. (2019). *Consumer Behavior*. Pearson.


**Additional Reading**


- Solomon, M.R., Bamossy, G., Askegaard, S. & Hogg, M.K. (2013). *Consumer Behaviour: A European Perspective* (5th ed.). Prentice Hall.
- Wilson, A. (2006). *Marketing Research: An Integrated Approach* (2nd ed.). FT Prentice Hall (Pearson).
- De Mooij, M. (2004). *Consumer Behavior and Culture: Consequences for Global Marketing and Advertising*. Sage Publications.
- Harhut, N. (2022). *Using Behavioral Science in Marketing: Drive Customer Action and Loyalty by Prompting Instinctive Responses*. Kogan Page.
- Parsons, E., Maclaran, P., Chatzidakis, A. & Ashman, R. (2023). *Contemporary Issues in Marketing and Consumer Behaviour*. Routledge.
- Gabriel, Y. & Lang, T. (2006). *The Unmanageable Consumer*. Sage Publications.
- Hoyer, MacInnis & Pieters (2010). *Consumer Behavior* (6th ed.). South-Western Cengage.


## UNIT SPECIFICATIONS

**Unit Title**
Contemporary Issues and Principles of Marketing

**Level**
7

**Learning Time Hours**
250

**ECTS**
10

**Module Overview**
This module develops learners' understanding of how to evaluate the potential impact of emerging contemporary marketing challenges and apply strategic thinking to develop future-oriented marketing strategies using marketing principles in different contexts. Learners explore marketing concepts and theory in a range of contemporary settings—from entrepreneurial start-ups and industrial manufacturers to global brands—and develop actionable marketing plans. The module examines contemporary issues including digital transformation, sustainability, ethical marketing practices, and emerging consumer trends, while covering core marketing principles such as segmentation, targeting, positioning, brand management, and the marketing mix. Through critical analysis of real-world marketing challenges and opportunities, learners develop capabilities to design, implement, and evaluate innovative marketing strategies that align with organisational objectives and respond effectively to complex and dynamic market environments.

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

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

- Manage and integrate ethical and sustainable marketing practices into organisational strategies, ensuring that marketing initiatives reflect core values and societal expectations, and demonstrating responsibility for maintaining ethical standards in dynamic market conditions.

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

- Contemporary issues in marketing, such as digital innovation, sustainability, and ethical challenges, evaluating their impact on the formulation and execution of marketing strategies and practices.
- Advanced marketing principles and theories, particularly those relevant to emerging trends and challenges in the dynamic marketing environment, demonstrating how these principles can be adapted to current market conditions.
- Innovative marketing strategies that effectively address current market trends, shifts in consumer behaviour, and competitive dynamics, integrating cutting-edge marketing concepts and practices.
- The implications of new marketing trends and practices on organisational performance, employing advanced analytical frameworks to assess their effectiveness and strategic impact.
- Ethical and sustainable marketing practices and their integration into strategic marketing plans, demonstrating critical understanding of how these practices align with both organisational goals and societal expectations, while fostering responsible business conduct.

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

- Capability to develop and implement sophisticated strategies to address contemporary marketing issues such as digital transformation, sustainability, and ethical concerns, integrating advanced marketing theories to create innovative solutions for complex challenges.
- Proficiency in applying advanced marketing principles and interdisciplinary knowledge to critically analyse emerging trends and adapt strategies based on deep understanding of market dynamics, demonstrating originality and precision in navigating complex scenarios.
- Competence in designing and executing innovative marketing strategies that leverage insights from market trends and consumer behaviour, using specialised skills to craft strategies that achieve strategic goals and respond effectively to evolving conditions.
- Ability to evaluate and interpret the impact of new marketing trends and practices using advanced analytical tools, performing critical analysis to guide decision-making, enhance organisational performance, and contribute to new knowledge in the marketing field.
- Skills in integrating and managing ethical and sustainable marketing practices within organisational strategies, ensuring that marketing initiatives align with core values and societal expectations, while addressing social and ethical responsibilities.
- Ability to conduct critical evaluations and analyses with incomplete or limited information to solve complex marketing problems, producing original research and innovative solutions that address novel challenges in unpredictable contexts.
- Capability to develop new skills in response to emerging marketing knowledge and techniques, demonstrating leadership and innovation in complex work environments, and showing resilience in applying cutting-edge concepts and practices.

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

- Analysing marketing data to derive actionable insights and optimise marketing performance.
- Understanding brand management principles and developing and maintaining brand equity in line with contemporary marketing principles.
- Understanding ethical principles in marketing and making ethically sound decisions when faced with contemporary marketing issues.

**Module-Specific Digital Skills and Competences**
**Learners will develop digital skills and competencies including:**

- Utilising online resources for research and learning, including access to marketing databases, journals, and industry reports.
- Engaging in online collaboration and communication for group projects and discussions using digital collaboration platforms.
- Creating and delivering professional presentations using digital tools such as PowerPoint, Prezi, or similar software.
- Conducting ethical and responsible online academic practices, including proper citation and referencing of digital sources.

**Module Workload**

| Component | Hours |
|---|---|
| **Total Contact Hours** | **50** |
| **Supervised Placement and Practice Hours** | **0** |
| **Self-Study Hours** | **195** |
| **Assessment Hours** | **5** |
| **Total Learning Hours** | **250** |
| **ECTS Credits** | **10** |

Contact Hours: Structured learning activities including interactive lectures, seminars, workshops, and participation in online forums.
Self-Study Hours: Independent research, reading, case study analysis, marketing plan development, and preparation of assessments.
Assessment Hours: Time allocated for presentations, case study analysis, and group project completion.

**Pedagogy**
**This module is delivered through a variety of engaging methods tailored to enhance students' understanding and application of marketing concepts:**

- Interactive Lectures: Introduction to contemporary marketing issues, core marketing principles, strategic frameworks, ethical considerations, and emerging trends in digital marketing, sustainability, and consumer behaviour.
- Case Studies: Analysis of real-world marketing challenges and strategies across different business contexts, from start-ups to global brands, illustrating practical application of marketing principles.
- Group Discussions: Facilitated sessions exploring contemporary marketing debates, ethical dilemmas, and strategic responses to emerging market dynamics.
- Experiential Learning Activities: Hands-on exercises including development of marketing plans, analysis of marketing campaigns, and strategic planning simulations.
- Collaborative Projects: Group-based activities developing comprehensive marketing strategies, conducting market research, and presenting actionable marketing plans.
- Simulations and Presentations: Practice-oriented activities enabling learners to apply knowledge, develop critical thinking, problem-solving skills, and enhance presentation capabilities.
- Digital Platforms and Resources: Online learning environments facilitating interactive engagement with course materials, peer collaboration, and submission of assessments.

Real-world examples and industry insights are integrated throughout to provide practical relevance to theoretical concepts and foster a dynamic learning environment.

**Assessment Strategy**
**Assessment Weightings**

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

**Assessment Methods**
**Presentation (30%):**
Learners will deliver an individual presentation (10 minutes, approximately 850 words or maximum 10 slides) communicating insights on contemporary marketing issues, strategic responses to emerging trends, or evaluation of marketing practices. This assesses their capability to articulate complex marketing concepts clearly, present analytical findings, and engage professional audiences effectively using digital presentation tools.

**Case Study Analysis (30%):**
Learners will complete a written case study analysis (750–1,000 words) examining contemporary marketing challenges, strategic marketing decisions, or implementation of marketing principles in specific business contexts. This assesses their ability to critically evaluate marketing strategies, apply theoretical frameworks, and draw meaningful conclusions relevant to contemporary marketing practice.

**Marketing Plan Development (Group Project) (40%):**
Learners will collaboratively develop a comprehensive marketing plan (maximum 1,500 words per group) addressing a contemporary marketing challenge or opportunity. This major component assesses their ability to conduct market research, apply marketing principles, develop strategic recommendations, and create actionable marketing strategies, demonstrating teamwork, strategic thinking, and professional marketing planning capabilities.

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

**Pass Mark: 50%**

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

- Process: Reassessment may involve delivery of a revised presentation, resubmission of the case study analysis, and/or revision of group project contributions, as appropriate.
- Timing: Reassessments are scheduled in accordance with the academic calendar, with specific deadlines communicated to affected students.
- Support: Additional academic support, including individual tutorials and skills workshops, is available to help students address identified areas for development and prepare effectively for reassessment.

**Essential Reading**
**Core Texts**

- Jobber, D. & Ellis-Chadwick, F. (2023). *Principles and Practice of Marketing*. McGraw-Hill Education (UK).
- Kotler, P., Armstrong, G. & Balasubramanian, S. (2023). *Principles of Marketing, Global Edition*. Pearson.
- Solomon, M., Marshall, G.W. & Stuart, E.W. (2022). *Marketing: Real People, Real Choices, Global Edition*. Pearson.
- Moorman, C. & Aaker, D.A. (2024). *Strategic Market Management*. Wiley.
- Nicoulaud, B., Hooley, G., Rudd, J., Lee, N. & Piercy, N. (2024). *Marketing Strategy and Competitive Positioning*. Pearson.
- Hirschman, E. & Bone, S. (2020). *Contemporary Issues in Marketing: Principles and Practice*. Routledge.
- Aaker, D.A. & McLoughlin, D. (2007). *Strategic Market Management: European Edition*. John Wiley & Sons.
- Brassington, F. & Pettitt, S. (2012). *Essentials of Marketing* (3rd ed.). Pearson.

**Additional Reading**

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

## UNIT SPECIFICATIONS

**Unit Title**
Business Research Project

**Level**
7

**Learning Time Hours**
500

**ECTS**
20

**Module Overview**
The Business Research Project module provides MBA students with the opportunity to apply theoretical knowledge and analytical skills to a real-world business problem through an independent, substantial research investigation. This capstone module emphasizes the development of advanced research skills, rigorous application of research methodologies, and the use of statistical analysis to guide decision-making in complex business environments. Students deepen their understanding of research design, data collection and analysis techniques, ethical research practices, and how evidence-based research can be used to solve business challenges and inform strategic decision-making. Through completion of a comprehensive dissertation, students demonstrate their ability to independently investigate a business issue, synthesize interdisciplinary knowledge, make evidence-

based decisions, and contribute to the development of practical business strategies grounded in robust research and analytical rigour.

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

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

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

- Advanced research methodologies, including qualitative, quantitative, and mixed methods, demonstrating the ability to address complex and multifaceted business problems through rigorous research design.
- Specialised data analysis techniques and tools, including advanced statistical methods and software, to interpret complex research data, generating actionable insights that inform strategic business decision-making.
- Research ethics and standards, including issues related to data privacy, informed consent, and academic integrity, demonstrating deep awareness of their critical role in maintaining the quality, credibility, and compliance of research projects.
- Best practices in research reporting and presentation, including the structuring of comprehensive research reports and the effective communication of complex findings to diverse stakeholders, ensuring clarity, impact, and accessibility.
- Advanced project management principles within the context of research projects, including strategic planning, scheduling, resource management, and risk mitigation, to ensure the efficient and effective execution of high-quality research.
- How to synthesize multidisciplinary theoretical and practical knowledge to develop original research questions and hypotheses that contribute to the advancement of business knowledge and practice, demonstrating innovation in both research design and outcomes.
- Contemporary research trends and emerging methodologies, demonstrating the ability to stay at the forefront of business research and apply cutting-edge techniques to current and future challenges in the field.

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

- Capability to design, develop, and execute comprehensive research projects using advanced methodologies and analytical techniques, addressing complex business research questions by integrating specialised knowledge from multiple disciplines to create innovative solutions and procedures.
- Proficiency in utilising advanced data analysis techniques and tools to interpret complex datasets, generating actionable insights that inform strategic business decisions and applying sophisticated analytical methods to derive meaningful conclusions from incomplete or ambiguous data.
- Competence in overseeing and managing the entire research project lifecycle, including planning, execution, and completion, ensuring that all stages of the project adhere to rigorous timelines, quality standards, and project objectives.
- Ability to create and present clear, coherent, and persuasive reports and presentations, communicating research findings and recommendations to both specialist and non-specialist audiences and tailoring communication strategies to ensure clarity and impact.

- Skills in ensuring rigorous application of ethical standards and practices throughout the research process, upholding academic and professional integrity by addressing ethical considerations such as data privacy, consent, and social responsibility.
- Ability to perform critical evaluations and analyses with incomplete or limited information to address novel and unfamiliar research challenges, producing original research outcomes that contribute new knowledge to the field.
- Capability to develop and adapt new skills in response to emerging knowledge and techniques, showing resilience and adaptability in applying new methodologies and tools, demonstrating leadership in navigating complex and unpredictable research environments.
- Skills in integrating interdisciplinary knowledge to address complex research problems, applying theoretical and practical insights from various fields to develop comprehensive and innovative research solutions.

**Module-Specific Learner Skills**

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

- Developing profound understanding of empirical research methodologies and techniques commonly employed in business research.
- Demonstrating skilfulness in reading, analysing, and conducting empirical business research, including the ability to comprehend research designs, interpret research findings, and apply appropriate statistical methods to address business-related research questions or problems.

**Module-Specific Digital Skills and Competences**

**Learners will develop digital skills and competencies including:**

- Utilising online resources for research and learning, including academic databases, digital libraries, and research repositories.
- Engaging in online collaboration and communication for supervisory meetings and peer feedback sessions.
- Creating and delivering presentations using digital tools for formal defence or viva voce examination.
- Conducting ethical and responsible online academic practices, including proper citation and referencing of digital sources.

**Module Workload**

| Component | Hours |
|---|---|
| **Total Contact Hours** | **100** |
| **Supervised Placement and Practice Hours** | **100** |
| **Self-Study Hours** | **240** |
| **Assessment Hours** | **60** |
| **Total Learning Hours** | **500** |
| **ECTS Credits** | **20** |

Contact Hours: Structured learning activities including research orientation sessions, research methods instruction, literature review workshops, and participation in research seminars and forums.
Supervised Placement and Practice Hours: One-to-one and small-group supervision sessions with assigned dissertation supervisors providing guidance, feedback, and support throughout the research process.
Self-Study Hours: Independent research activities including literature review, research design, data collection, data analysis, dissertation writing, and preparation for viva voce examination.
Assessment Hours: Time dedicated to completing the dissertation manuscript, preparing for and participating in the oral defence, and revising the final submission.

**Pedagogy**

**The Business Research Project module guides students through the process of formulating, researching, and composing an innovative academic dissertation that enriches the domain of business administration:**

- Research Orientation and Planning: Introduction to dissertation objectives, requirements, and timeline. Guidance on selecting research topics, formulating research questions, and developing research proposals outlining scope and methodology.

- Research Methods and Literature Review: Instruction in various research methods and techniques relevant to business research, including quantitative analysis, qualitative methods, case studies, and mixed-method approaches. Training in conducting comprehensive literature reviews to identify existing scholarship, theoretical frameworks, and research gaps.
- Supervision and Support: Each student is assigned a dissertation supervisor who provides individualized guidance, feedback, and support throughout the research process, helping to refine research questions, develop research designs, and navigate challenges during data collection and analysis.
- Data Collection and Analysis: Students collect data using appropriate research methods and techniques, such as surveys, interviews, observations, or archival research. They analyse data using relevant statistical or qualitative analysis software, interpreting findings in the context of existing literature and theoretical frameworks.
- Writing and Presentation Skills: Instruction in academic writing, including structuring dissertations, citing sources correctly, and writing clearly and persuasively. Students learn to organise findings into coherent chapters, present arguments logically, and draw evidence-based conclusions.
- Peer Feedback and Review: Participation in peer review workshops or seminars where students share dissertation chapter drafts for feedback and critique, helping to refine ideas, improve clarity and coherence, and address weaknesses in arguments.
- Ethical Considerations: Training on ethical considerations in research, including obtaining informed consent, protecting participants' confidentiality, and ensuring integrity and validity of findings. Students conduct research ethically and responsibly, adhering to professional standards and guidelines.
- Oral Defence (Viva Voce): Students present dissertation findings to peers, supervisors, and academic assessors in a formal defence examination, responding to questions and critiques to demonstrate understanding of the research process and significance of findings.

**Assessment Strategy**
**Assessment Weighting**

- Dissertation: 100%

Word Count: 10,000–12,000 words

**Pass Mark: 50%**

**Assessment Criteria**
**The dissertation is assessed according to the following criteria:**
**1. Research Problem and Objectives**

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

**2. Literature Review**

- Comprehensive Engagement: Critically engages with relevant literature, identifying gaps and synthesising research to create a foundation for the dissertation's contribution.
- Synthesis and Contribution: Demonstrates how the review of existing research contributes to both theory and practice.

**3. Research Methodology and Ethical Considerations**

- **Methodological Rigour: Applies rigorous and appropriate research methods aligned with objectives.**
- **Ethical Integrity: Demonstrates adherence to ethical research practices, such as transparency, data integrity, and informed consent.**

**4. Practical Relevance, Contribution, and Significance**

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

**5. Findings and Discussion**

- Data Analysis: Provides insightful analysis of research findings and critical engagement with the research objectives.
- Critical Discussion: Reflects on the findings, discussing their broader implications and limitations.

**6. Conclusions and Recommendations**

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

**7. Quality of Writing and Presentation**

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

**8. Oral Defence and Communication Skills**

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

**Reassessment Policy**

Students who do not achieve the required standard are afforded one opportunity for reassessment in accordance with institutional regulations.

**Essential Reading**

**Core Texts**


- Saunders, M. & Lewis, P. (2023). *Research Methods for Business Students*. Pearson.
- Mexon, J. & Kumar, A.A. (2020). *Business Research Methods*. Skyfox Publishing Group.
- Schindler, P. (2021). *Business Research Methods*. McGraw Hill.
- Bougie, R. & Sekaran, U. (2019). *Research Methods for Business: A Skill Building Approach*. Wiley.
- Aityan, S.K. (2022). *Business Research Methodology*. Springer.
- Bryman, A. & Bell, E. (2015). *Business Research Methods* (4th ed.). Oxford University Press.
- Chilsa, B. (2012). *Indigenous Research Methodologies*. Sage.


**Additional Reading**


- Creswell, J.W. & Creswell, J.D. (2018). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*. Sage Publications.
- Poth, C.N. & Creswell, J.W. (2024). *Qualitative Inquiry and Research Design: Choosing Among Five Approaches*. Sage Publications.
- Creswell, J.W. & Plano Clark, V.L. (2017). *Designing and Conducting Mixed Methods Research*. Sage Publications.
- Baez, J.C. & Creswell, J.W. (2020). *30 Essential Skills for the Qualitative Researcher*. Sage Publication.
- Piekkari, R. & Welch, C. (2011, Eds.). *Rethinking the Case Study in International Business and Management Research*. Edward Elgar.
- Marschan-Piekkari, R. & Welch, C. (2004, Eds.). *Handbook of Qualitative Research Methods for International Business*. Edward Elgar.
- Neuman, W.L. (2011). *Social Research Methods: Qualitative and Quantitative Approaches*. Pearson Education.
- Denzin, N.K., Lincoln, Y.S. & Tuhiwai Smith, L. (2008, Eds.). *Handbook of Critical and Indigenous Methodologies*. Sage.
- Hantrais, L. (2009). *International Comparative Research: Theory, Methods and Practice*. Palgrave.
- Burkholder, G.J., Cox, K.A., Crawford, L.M. & Hitchcock, J. (2019). *Research Design and Methods: An Applied Guide for the Scholar-Practitioner*. Sage Publications.
- van den Eijnde, J., Joore, P. & Stompff, G. (2022). *Applied Design Research*. Taylor and Francis.
- Aguinis, H. (2024). *Research Methodology: Best Practices for Rigorous, Credible, and Impactful Research*. Sage Publications.
- Evans, D., Gruba, P. & Zobel, J. (2014). *How to Write a Better Thesis*. Springer.
- Thomas, C.G. (2021). *Research Methodology and Scientific Writing*. Springer.


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