

Master of Business Administration (MBA)

Programme Specification

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1. Awarding Body

Abertay University (subject to validation)

2. Award Title

Master of Business Administration (MBA)

3. Named Pathways

The MBA is offered with one of the following named pathways, aligned to Stage 1 Postgraduate Diploma routes:

- MBA (Management)
- MBA (Entrepreneurship and Innovation)
- MBA (Strategic Management and Leadership)
- MBA (Global Business Management)
- MBA (Human Resource Management)
- MBA (Business Analytics)
- MBA (Artificial Intelligence Management)
- MBA (Hospitality Management)

4. Exit Awards

Learners who successfully complete 60 credits may be awarded a Postgraduate Certificate (PGCert) in the relevant pathway area.

Learners who successfully complete 120 credits may be awarded a Postgraduate Diploma (PGDip) in the relevant pathway area.

5. Mode of Delivery

- Blended learning

6. Mode of Study and Duration

- Full-time: 12 months
- Part-time: 24 months

7. Entry Requirements

Applicants must have:

- A recognised Level 6 qualification (e.g. Bachelor's degree) in a relevant subject area, and
- English language proficiency, evidenced through Medium of Instruction (MOI) or an equivalent recognised English language qualification.

Relevant managerial, professional or entrepreneurial experience equivalent to a minimum of three years is desirable.

Learners progressing through the integrated pathway may normally demonstrate this through prior or concurrent professional experience gained before or during the programme.

Applicants with an appropriate Level 7 Postgraduate Diploma in a cognate subject area may be eligible for advanced entry into Stage 2, subject to institutional regulations and recognition of prior learning policies.

8. Programme Overview

The Master of Business Administration (MBA) is a two-stage postgraduate programme designed to develop advanced business, leadership and strategic management capability within contemporary organisational environments.

The programme integrates advanced taught learning with supervised research and applied investigation, enabling learners to develop strategic thinking, analytical capability, leadership competence and professional skills relevant to complex and dynamic global business contexts.

Stage 1 develops advanced managerial and professional capability through specialist taught modules aligned to the chosen pathway area. Stage 2 focuses on independent research, advanced investigation and applied problem-solving through a Research Proposal module and a substantial Management Investigation (Capstone Project).

The programme supports progression into senior professional, managerial and leadership roles across a wide range of industries and organisational contexts, while also preparing learners for further academic and professional development.

9. Academic Framework and Benchmarking

This programme has been designed in alignment with the UK Framework for Higher Education Qualifications (FHEQ) at Level 7, ensuring that it meets the academic standards appropriate for postgraduate study.

The programme is additionally informed by the QAA Subject Benchmark Statement for Master's Degrees in Business and Management, supporting the development of advanced strategic, analytical, leadership and professional capabilities expected of postgraduate business and management graduates.

The programme further reflects contemporary organisational, leadership and applied research practices relevant to global business environments.

10. Programme Aims

The MBA aims to:

- Develop advanced knowledge and specialist expertise within business, management and leadership disciplines
- Enhance analytical, strategic and research capabilities relevant to contemporary organisational environments
- Develop the ability to critically evaluate and apply advanced management concepts, theories and frameworks
- Strengthen practical and professional competence in solving complex organisational and strategic challenges
- Develop independent research capability and evidence-based decision-making skills
- Prepare learners for professional advancement, leadership and further academic progression

11. Pathway Structure and Progression

The MBA is structured as a two-stage award:

Stage 1 – Taught Stage (120 Credits)

Stage 1 consists of specialist taught modules aligned to the relevant pathway area. The taught stage develops advanced business knowledge, analytical capability, leadership competence and applied problem-solving skills.

Exit Awards

- Learners successfully completing 60 credits may be eligible for the award of a Postgraduate Certificate (PGCert).
- Learners successfully completing 120 credits may be eligible for the award of a Postgraduate Diploma (PGDip).

Successful completion of Stage 1 enables progression to Stage 2.

Stage 2 – MBA Research Stage (60 Credits)

Stage 2 consists of supervised research and applied investigation through the following modules:

Module Code	Module Title	Credits
M08001	Research Proposal	20
M08002	Management Investigation (Capstone Project)	40

This stage enables learners to undertake independent research, critically investigate organisational and strategic challenges and produce a substantial management investigation or applied capstone project within their chosen discipline.

Successful completion of both stages leads to the award of Master of Business Administration (MBA).

12. Programme Learning Outcomes

Upon successful completion of the MBA, learners will be able to:

A. Knowledge and Understanding

- A1: Critically evaluate advanced business, management and leadership theories, research methodologies and strategic frameworks relevant to complex organisational challenges.
- A2: Demonstrate in-depth understanding of research design, analytical techniques and ethical considerations within applied business and management research.

B. Cognitive Skills

- B1: Critically analyse complex organisational and strategic problems using evidence-based reasoning and advanced analytical techniques.
- B2: Synthesise theoretical, managerial and empirical insights to develop innovative and strategically appropriate solutions.

C. Practical / Professional Skills

- C1: Design and execute a substantial applied research project addressing a real-world organisational, managerial or strategic issue.
- C2: Apply appropriate research methodologies, analytical techniques and strategic management frameworks to generate evidence-based recommendations and solutions.

D. Transferable Skills

- D1: Communicate complex strategic, managerial and research findings effectively to academic and professional audiences.
- D2: Demonstrate self-direction, autonomy and reflective practice in managing an extended research project.

13. Programme Structure

The MBA consists of a total of 180 credits:

Stage 1 - Taught Stage (120 Credits)

Stage 1 consists of pathway-specific taught modules aligned to the relevant specialist discipline.

Stage 2 – MBA Research Stage (60 Credits)

Module Code	Module Title	Credits
M08001	Research Proposal	20
M08002	Management Investigation (Capstone Project)	40

Total Credits – 180

14. Teaching and Learning Strategy

Delivery is designed to support advanced, research-led and applied learning, including:

- Lectures, workshops and seminars
- Applied business and organisational activities
- Case studies and applied business simulations
- Research supervision and academic mentoring
- Online learning resources and discussion forums
- Independent study and guided reading
- Peer learning and research presentations

15. Assessment Strategy

Assessment is designed to evaluate academic understanding, technical competence, professional practice and research capability through:

- Coursework and analytical reports
- Case-based analysis and applied organisational investigations
- Presentations and applied investigations
- Research proposal development
- Management Investigation (Capstone Project)

Formative feedback is provided throughout to support progression and academic development.

Module Code	Assessment Type	Weighting
M08001	Research Proposal (3,000 words)	100%
M08002	Management Investigation (Capstone Project) Report (8,000–10,000 words)	100%

16. Progression and Completion

To be awarded the MBA, learners must:

- Successfully complete Stage 1 (120 credits)
- Successfully complete Stage 2 (60 credits)
- Achieve a total of 180 credits at Level 7

17. Academic Regulations

The programme is delivered in accordance with:

- Abertay University academic regulations
- Level 7 FHEQ requirements
- Institutional policies on assessment, progression and academic integrity

18. Module Specification

Module Title	Research Proposal		
Module Code	M08001	Level	7
Module Type	Taught	Credits	20
Notional Learning Hours	200 total hours <ul style="list-style-type: none"> • Lectures/seminars/workshops: 30 hours • Independent reading: 80 hours • Assessment preparation: 60 hours • Online activities/discussion: 30 hours 		
<p>Rationale for the module and its links with other modules:</p> <p>This module prepares learners to design a robust and academically rigorous research project aligned to their MBA pathway. It builds on the strategic, analytical and professional capabilities developed during Stage 1 and provides the foundation for the Management Investigation (Capstone Project) (M08002).</p> <p>The module develops advanced understanding of applied business and management research, analytical approaches and ethical considerations relevant to contemporary organisational environments. Learners will critically evaluate research methodologies and develop a structured proposal addressing a complex managerial, strategic or organisational issue within their chosen pathway area.</p>			
<p>Module Aims:</p> <ul style="list-style-type: none"> • To develop critical and applied understanding of research design and methodology within business and management disciplines • To enable learners to formulate robust, feasible and academically rigorous research proposals • To prepare learners to undertake independent applied research addressing complex organisational and strategic challenges 			
<p>Pre-requisite modules or specified entry requirements:</p> <p>Successful completion of a relevant Level 7 Postgraduate Diploma (120 credits) in a cognate subject area aligned to the MBA pathway.</p>			
<p>Is the module compensatable?</p> <p>No</p>			
<p>Are there any PSRB requirements regarding the module?</p> <p>No</p>			

Module Learning Outcomes (MLOs):

A. Knowledge and Understanding

- A1: Critically evaluate research philosophies, methodologies and methods relevant to applied business and management research (*PLO A1, A2*).
- A2: Demonstrate critical understanding of ethical considerations, governance and research design principles within organisational and strategic contexts (*PLO A2*).

Programme Learning Outcomes (PLOs) this maps against: A1, A2.

B. Cognitive Skills

- B1: Formulate clear research questions and objectives grounded in complex managerial, strategic or organisational issues (*PLO B1, B2*).
- B2: Critically evaluate alternative research designs and justify appropriate methodological choices within business and managerial contexts (*PLO B2*).

Programme Learning Outcomes (PLOs) this maps against: B1, B2.

C. Practical and Professional Skills

- C1: Develop a structured research proposal including literature review, methodology and data collection plan (*PLO C1, C2*).
- C2: Apply appropriate academic, professional and strategic conventions in proposal writing and research planning (*PLO C2*).

Programme Learning Outcomes (PLOs) this maps against: C1, C2.

D. Key Transferable Skills

- D1: Communicate research ideas, strategic concepts and project proposals clearly to academic and professional audiences (*PLO D1*).
- D2: Demonstrate self-direction and project planning skills in preparing for an extended research investigation (*PLO D2*).

Programme Learning Outcomes (PLOs) this maps against: D1, D2.

Indicative Content:

- Research philosophy and paradigms
- Qualitative, quantitative and mixed research methods
- Literature review and critical synthesis
- Research question formulation
- Research design and methodology selection
- Sampling strategies and data collection methods
- Data analysis planning and interpretation
- Ethics, governance and integrity in business and management research
- Proposal structure and academic writing

Teaching and Learning Strategy:

- Lectures and research methods workshops
- Proposal development seminars
- Guided independent study
- Peer review and feedback
- Supervisor support

Assessment Strategy:

To pass this module, learners must demonstrate the ability to design a coherent, feasible and academically rigorous research proposal aligned to their specialist pathway area.

Assessment Task	Weighting	Week Submitted	Module Learning Outcomes Mapped
Research Proposal (3,000 words)	100%	Weeks 10–12	A1, A2, B1, B2, C1, C2, D1, D2

Key Reading List:

Author	Year	Title	Publisher
Saunders, M., Lewis, P. & Thornhill, A.	2019	Research Methods for Business Students (8th ed.)	Pearson
Bell, E., Bryman, A. & Harley, B.	2022	Business Research Methods (6th ed.)	Oxford University Press
Easterby-Smith, M., Jaspersen, L.J., Thorpe, R. & Valizade, D.	2021	Management and Business Research (7th ed.)	Sage
Creswell, J.W. & Creswell, J.D.	2018	Research Design: Qualitative, Quantitative and Mixed Methods Approaches (5th ed.)	Sage

Other Indicative Sources

- Harvard Business Review (research and methodology articles)
- Emerald Insight (www.emerald.com)
- Sage Research Methods (methods database)
- UK Data Service (ukdataservice.ac.uk)
- Relevant academic journals within business and management disciplines

Module Title	Management Investigation (Capstone Project)		
Module Code	M08002	Level	7
Module Type	Independent Study	Credits	40
Notional Learning Hours	400 total hours <ul style="list-style-type: none"> • Supervision: 20 hours • Independent reading: 250 hours • Analysis and writing: 100 hours • Reflection and revision: 30 hours 		
Rationale for the module and its links with other modules:			
<p>This module represents the culmination of the MBA programme. It enables learners to integrate knowledge and professional capabilities developed throughout Stage 1 and Stage 2, applying research, strategic analysis and evidence-based approaches to a complex organisational, managerial or business challenge within their pathway domain.</p> <p>The module builds upon the Research Proposal module (M08001) and supports the development of independent research capability, strategic thinking and evidence-based problem-solving within contemporary business and organisational contexts.</p>			
Module Aims:			
<ul style="list-style-type: none"> • To enable learners to conduct a substantial independent applied research project addressing complex organisational, managerial or strategic challenges • To integrate theory, research and professional practice in a coherent and critical manner • To develop strategically appropriate, evidence-based and professionally relevant solutions and recommendations 			
Pre-requisite modules or specified entry requirements:			
Successful completion of Research Proposal (M08001) and a relevant Level 7 Postgraduate Diploma (120 credits) in a cognate subject area aligned to the MBA pathway.			
Is the module compensatable?			
No			
Are there any PSRB requirements regarding the module?			
No			

Module Learning Outcomes (MLOs):

A. Knowledge and Understanding

- A1: Critically evaluate and apply advanced business, management and leadership theories, strategic frameworks and analytical approaches to complex organisational issues (*PLO A1*).
- A2: Demonstrate in-depth understanding of applied research methods, analytical techniques and ethical considerations within business and management research (*PLO A2*).

Programme Learning Outcomes (PLOs) this maps against: A1, A2.

B. Cognitive Skills

- B1: Critically analyse complex organisational and strategic problems using evidence-based reasoning and advanced analytical approaches (*PLO B1, B2*).
- B2: Synthesise theoretical, managerial and empirical findings to generate integrated, innovative and strategically appropriate solutions (*PLO B2*).

Programme Learning Outcomes (PLOs) this maps against: B1, B2.

C. Practical and Professional Skills

- C1: Conduct an independent applied research project, including organisational investigation, data collection, analysis and interpretation (*PLO C1*).
- C2: Develop evidence-based strategic solutions or recommendations addressing complex organisational or managerial challenges (*PLO C2*).

Programme Learning Outcomes (PLOs) this maps against: C1, C2.

D. Key Transferable Skills

- D1: Communicate complex strategic, managerial and research findings effectively to academic and professional audiences (*PLO D1*).
- D2: Demonstrate autonomy, reflective practice and professional judgement in managing a substantial independent project (*PLO D2*).

Programme Learning Outcomes (PLOs) this maps against: D1, D2.

Indicative Content:

- Applied research in business and organisational contexts
- Organisational investigation and strategic analysis
- Data collection and analytical techniques
- Integration of interdisciplinary and specialist knowledge
- Development of strategic solutions and recommendations
- Reflection and evaluation of research outcomes
- Ethics, governance and integrity in business and management research
- Linking research findings to organisational and strategic impact

Teaching and Learning Strategy:

- One-to-one supervision
- Research mentoring
- Independent study
- Progress reviews and formative feedback

Assessment Strategy:

To pass this module, learners must demonstrate the ability to conduct independent applied research and translate findings into strategically appropriate and evidence-based solutions or recommendations.

Assessment Task	Weighting	Week Submitted	Module Learning Outcomes Mapped
Management Investigation (Capstone Project) Report (8,000–10,000 words)	100%	End of programme	A1, A2, B1, B2, C1, C2, D1, D2

Key Reading List:

Author	Year	Title	Publisher
Saunders, M., Lewis, P. & Thornhill, A.	2019	Research Methods for Business Students (8th ed.)	Pearson
Easterby-Smith, M., Jaspersen, L.J., Thorpe, R. & Valizade, D.	2021	Management and Business Research (7th ed.)	Sage
Yin, R.K.	2018	Case Study Research and Applications: Design and Methods (6th ed.)	Sage
Bell, E., Bryman, A. & Harley, B.	2022	Business Research Methods (6th ed.)	Oxford University Press
Gray, D.E.	2022	Doing Research in the Real World (5th ed.)	Sage

Other Indicative Sources

- Harvard Business Review (strategy, applied research)
- McKinsey Insights (www.mckinsey.com)
- Deloitte Insights (www.deloitte.com)
- Statista
- Relevant academic journals within business and management disciplines

Appendix 1: Programme Learning Outcomes Mapping

(Stage 1 Pathways and Stage 2 MBA)

Stage 2: MBA Research Stage (60 credits)

Common to all Stage 1 pathways

Study Module	Programme Learning Outcomes (PLOs)								Available as single registerable module?
	Knowledge & Understanding		Cognitive Skills		Practical & Professional Skills		Key Transferable Skills		
	A1	A2	B1	B2	C1	C2	D1	D2	
M08001: Research Proposal	✓	✓	✓	✓	✓	✓	✓	✓	Yes
M08002: Management Investigation (Capstone Project)	✓	✓	✓	✓	✓	✓	✓	✓	No

Stage 1: Level 7 Postgraduate Diploma in Business Management (PGDBM)

Each MBA pathway comprises a Stage 1 Postgraduate Diploma (120 credits) followed by a common Stage 2 (60 credits).

Programme Learning Outcomes are achieved through pathway-specific Stage 1 delivery and consolidated through the common Stage 2 modules.

This table indicates which study modules assume responsibility for delivering (shaded) and assessing (✓) particular programme learning outcomes.

Study Module	Programme Learning Outcomes (PLOs)													Available as single registerable module?
	Knowledge & Understanding				Cognitive Skills			Practical & Professional Skills			Key Transferable Skills			
	A1	A2	A3	A4	B1	B2	B3	C1	C2	C3	D1	D2	D3	
Strategic Management	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Yes
Leadership and Governance	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Yes
Advanced Business Research Methods	✓	✓		✓	✓	✓				✓	✓		✓	Yes
Financial Management and Decision Making	✓	✓	✓	✓	✓	✓	✓		✓		✓	✓		Yes
Business Analytics	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓		Yes
Project Management	✓	✓		✓	✓	✓	✓	✓	✓		✓	✓	✓	Yes
Organisational Behaviour and Human Resources	✓	✓	✓		✓	✓	✓	✓	✓		✓	✓	✓	Yes
Contemporary Marketing Management	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓		Yes

Stage 1: Level 7 Postgraduate Diploma in Entrepreneurship and Innovation (PGDEI)

Each MBA pathway comprises a Stage 1 Postgraduate Diploma (120 credits) followed by a common Stage 2 (60 credits).

Programme Learning Outcomes are achieved through pathway-specific Stage 1 delivery and consolidated through the common Stage 2 modules.

This table indicates which study modules assume responsibility for delivering (shaded) and assessing (✓) particular programme learning outcomes.

Study Module	Programme Learning Outcomes (PLOs)													Available as single registerable module?
	Knowledge & Understanding				Cognitive Skills			Practical & Professional Skills			Key Transferable Skills			
	A1	A2	A3	A4	B1	B2	B3	C1	C2	C3	D1	D2	D3	
Strategic Management	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Yes
Leadership and Governance	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Yes
Advanced Business Research Methods	✓	✓		✓	✓	✓				✓	✓		✓	Yes
Financial Management and Decision Making	✓	✓	✓	✓	✓	✓	✓		✓		✓	✓		Yes
Strategic Change and Innovation	✓	✓		✓	✓	✓		✓	✓		✓	✓	✓	Yes
Entrepreneurship Theory and New Venture Creation	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓		Yes
Innovation Management and Design Thinking	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓		Yes
Entrepreneurial Finance and Investment	✓	✓		✓	✓	✓	✓	✓	✓		✓	✓		Yes

Stage 1: Level 7 Postgraduate Diploma in Strategic Management and Leadership (PGDSML)

Each MBA pathway comprises a Stage 1 Postgraduate Diploma (120 credits) followed by a common Stage 2 (60 credits).

Programme Learning Outcomes are achieved through pathway-specific Stage 1 delivery and consolidated through the common Stage 2 modules.

This table indicates which study modules assume responsibility for delivering (shaded) and assessing (✓) particular programme learning outcomes.

Study Module	Programme Learning Outcomes (PLOs)													Available as single registerable module?
	Knowledge & Understanding				Cognitive Skills			Practical & Professional Skills			Key Transferable Skills			
	A1	A2	A3	A4	B1	B2	B3	C1	C2	C3	D1	D2	D3	
Strategic Management	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Yes
Leadership and Governance	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Yes
Advanced Business Research Methods	✓	✓		✓	✓	✓				✓	✓		✓	Yes
Financial Management and Decision Making	✓	✓	✓	✓	✓	✓	✓		✓		✓	✓		Yes
Strategic Human Resource Management		✓	✓		✓	✓		✓	✓		✓	✓		Yes
Global Business Strategy and Sustainability		✓		✓	✓	✓	✓	✓	✓		✓	✓		Yes
Strategic Change and Innovation	✓	✓		✓	✓	✓		✓	✓		✓	✓	✓	Yes
Contemporary Marketing Strategy	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓		Yes

Stage 1: Level 7 Postgraduate Diploma in Global Business Management (PGDGBM)

Each MBA pathway comprises a Stage 1 Postgraduate Diploma (120 credits) followed by a common Stage 2 (60 credits).

Programme Learning Outcomes are achieved through pathway-specific Stage 1 delivery and consolidated through the common Stage 2 modules.

This table indicates which study modules assume responsibility for delivering (shaded) and assessing (✓) particular programme learning outcomes.

Study Module	Programme Learning Outcomes (PLOs)													Available as single registerable module?
	Knowledge & Understanding				Cognitive Skills			Practical & Professional Skills			Key Transferable Skills			
	A1	A2	A3	A4	B1	B2	B3	C1	C2	C3	D1	D2	D3	
Strategic Management	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Yes
Leadership and Governance	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Yes
Advanced Business Research Methods	✓	✓		✓	✓	✓				✓	✓		✓	Yes
Financial Management and Decision Making	✓	✓	✓	✓	✓	✓	✓		✓		✓	✓		Yes
Global Business Strategy and Sustainability		✓		✓	✓	✓	✓	✓	✓		✓	✓		Yes
Global Human Resource Management	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓		✓	Yes
International Marketing Management	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓		Yes
International Trade and Business Environment	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓		Yes

Stage 1: Level 7 Postgraduate Diploma in Human Resource Management (PGDHRM)

Each MBA pathway comprises a Stage 1 Postgraduate Diploma (120 credits) followed by a common Stage 2 (60 credits).

Programme Learning Outcomes are achieved through pathway-specific Stage 1 delivery and consolidated through the common Stage 2 modules.

This table indicates which study modules assume responsibility for delivering (shaded) and assessing (✓) particular programme learning outcomes.

Study Module	Programme Learning Outcomes (PLOs)													Available as single registerable module?
	Knowledge & Understanding				Cognitive Skills			Practical & Professional Skills			Key Transferable Skills			
	A1	A2	A3	A4	B1	B2	B3	C1	C2	C3	D1	D2	D3	
Strategic Management	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Yes
Leadership and Governance	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Yes
Advanced Business Research Methods	✓	✓		✓	✓	✓				✓	✓		✓	Yes
Financial Management and Decision Making	✓	✓	✓	✓	✓	✓	✓		✓		✓	✓		Yes
Organisational Behaviour and Human Resources	✓	✓	✓		✓	✓	✓	✓	✓		✓	✓	✓	Yes
Strategic Human Resource Management		✓	✓		✓	✓		✓	✓		✓	✓		Yes
Global Human Resource Management	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓		✓	Yes
Employment Law and Employee Relations	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓		Yes

Stage 1: Level 7 Postgraduate Diploma in Business Analytics (PGDBA)

Each MBA pathway comprises a Stage 1 Postgraduate Diploma (120 credits) followed by a common Stage 2 (60 credits).

Programme Learning Outcomes are achieved through pathway-specific Stage 1 delivery and consolidated through the common Stage 2 modules.

This table indicates which study modules assume responsibility for delivering (shaded) and assessing (✓) particular programme learning outcomes.

Study Module	Programme Learning Outcomes (PLOs)													Available as single registerable module?
	Knowledge & Understanding				Cognitive Skills			Practical & Professional Skills			Key Transferable Skills			
	A1	A2	A3	A4	B1	B2	B3	C1	C2	C3	D1	D2	D3	
Strategic Management	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Yes
Leadership and Governance	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Yes
Advanced Business Research Methods	✓	✓		✓	✓	✓				✓	✓		✓	Yes
Financial Management and Decision Making	✓	✓	✓	✓	✓	✓	✓		✓		✓	✓		Yes
Business Analytics	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓		Yes
Data Science for Business	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓		Yes
Predictive Analytics and Decision Making	✓		✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	Yes
Machine Learning Applications	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	Yes

Stage 1: Level 7 Postgraduate Diploma in Artificial Intelligence Management (PGDAIM)

Each MBA pathway comprises a Stage 1 Postgraduate Diploma (120 credits) followed by a common Stage 2 (60 credits).

Programme Learning Outcomes are achieved through pathway-specific Stage 1 delivery and consolidated through the common Stage 2 modules.

This table indicates which study modules assume responsibility for delivering (shaded) and assessing (✓) particular programme learning outcomes.

Study Module	Programme Learning Outcomes (PLOs)													Available as single registerable module?
	Knowledge & Understanding				Cognitive Skills			Practical & Professional Skills			Key Transferable Skills			
	A1	A2	A3	A4	B1	B2	B3	C1	C2	C3	D1	D2	D3	
Strategic Management	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Yes
Leadership and Governance	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Yes
Advanced Business Research Methods	✓	✓		✓	✓	✓				✓	✓		✓	Yes
Financial Management and Decision Making	✓	✓	✓	✓	✓	✓	✓		✓		✓	✓		Yes
Strategic Change and Innovation	✓	✓		✓	✓	✓		✓	✓		✓	✓	✓	Yes
Foundations of AI and Machine Learning	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		Yes
AI Strategy and Ethics	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	Yes
Machine Learning Applications	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	Yes

Stage 1: Level 7 Postgraduate Diploma in Hospitality Management (PGDHM)

Each MBA pathway comprises a Stage 1 Postgraduate Diploma (120 credits) followed by a common Stage 2 (60 credits).

Programme Learning Outcomes are achieved through pathway-specific Stage 1 delivery and consolidated through the common Stage 2 modules.

This table indicates which study modules assume responsibility for delivering (shaded) and assessing (✓) particular programme learning outcomes.

Study Module	Programme Learning Outcomes (PLOs)													Available as single registerable module?
	Knowledge & Understanding				Cognitive Skills			Practical & Professional Skills			Key Transferable Skills			
	A1	A2	A3	A4	B1	B2	B3	C1	C2	C3	D1	D2	D3	
Strategic Management	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Yes
Leadership and Governance	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Yes
Advanced Business Research Methods	✓	✓		✓	✓	✓				✓	✓		✓	Yes
Financial Management and Decision Making	✓	✓	✓	✓	✓	✓	✓		✓		✓	✓		Yes
Global Business Strategy and Sustainability		✓	✓		✓	✓		✓	✓		✓	✓		Yes
Hospitality Operations Management	✓		✓	✓	✓	✓	✓	✓	✓		✓	✓		Yes
Digital Innovation in Hospitality	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	Yes
Customer Experience and Service Strategy	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	Yes