

**Master of Business Administration
(Artificial Intelligence Management)**

Abertay University (subject to validation)

2026-27

Programme Specification

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1. Awarding Body

Abertay University (subject to validation)

2. Award Title

Master of Business Administration (Artificial Intelligence Management)

3. Exit Awards

Learners who successfully complete 60 credits may be awarded a Postgraduate Certificate (PGCert) in Artificial Intelligence Management.

Learners who successfully complete 120 credits may be awarded a Postgraduate Diploma (PGDip) in Artificial Intelligence Management.

Learners who successfully complete 180 credits may be awarded the Master of Business Administration (Artificial Intelligence Management).

4. Mode of Delivery

- Blended learning

5. Mode of Study and Duration

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

6. Entry Requirements

Applicants must have:

- A recognised Level 6 qualification (e.g. Bachelor's degree) in a relevant subject area
- 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 programme 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.

7. Programme Overview

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

The programme integrates advanced taught learning with supervised research and applied investigation, enabling learners to develop strategic thinking, analytical competence, AI-enabled decision-making capability and professional skills relevant to complex and rapidly evolving business contexts.

Stage 1 develops advanced managerial and analytical capability through specialist taught modules focused on artificial intelligence, machine learning applications, AI strategy and ethics, innovation, strategic management, leadership and financial decision-making. The programme equips learners with the capability to evaluate, apply and lead AI initiatives across a range of business functions, with a focus on strategic decision-making, governance and organisational impact rather than technical system development.

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 strategic roles associated with AI-enabled business transformation, digital innovation and technology leadership, while also preparing learners for further academic and professional development.

8. 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 and advanced professional practice.

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

In addition, the programme is benchmarked against the Chartered Management Institute (CMI) Competency Framework, ensuring academic rigour and alignment with contemporary professional standards in AI management, strategic leadership and technology-enabled organisational transformation.

The programme also references the BCS (Chartered Institute for IT) Professional Standards, the Alan Turing Institute's AI ethics and governance frameworks and the OECD AI Principles, ensuring that the programme reflects current professional, ethical and regulatory expectations in responsible AI practice, governance and technology management within contemporary organisational environments.

9. Programme Aims

The MBA aims to:

- Develop advanced knowledge and specialist expertise in artificial intelligence management, strategic leadership and technology-enabled organisational transformation
- Enable the effective application of AI technologies, machine learning capabilities and governance frameworks in strategic and operational business decision-making
- Develop the ability to critically evaluate AI opportunities, risks and organisational impacts in complex business environments
- Strengthen strategic, analytical and research capabilities relevant to AI-enabled organisational innovation and digital transformation
- Develop independent research capability and evidence-based decision-making skills within artificial intelligence and management contexts
- Prepare learners for progression into senior AI management, digital strategy and technology leadership roles, as well as further academic and professional development

10. Programme Learning Outcomes

10.1. Postgraduate Diploma (PGDip) Programme Learning Outcomes (Stage 1)

A. Knowledge and Understanding

- **A1:** Critically evaluate artificial intelligence technologies, frameworks and strategic models relevant to contemporary organisational environments.
- **A2:** Demonstrate critical understanding of AI ethics, responsible AI frameworks and technology governance principles in diverse organisational contexts.
- **A3:** Apply advanced knowledge of AI, machine learning and strategic management to formulate and implement AI-driven business strategies.
- **A4:** Assess the strategic, regulatory and societal impact of AI on organisational performance, decision-making and competitive positioning.

B. Cognitive Skills

- **B1:** Analyse and synthesise complex technical and business information to identify AI opportunities, risks and areas for organisational transformation.
- **B2:** Develop evidence-based, innovative AI solutions to contemporary business challenges through critical reasoning, ethical evaluation and applied problem-solving.
- **B3:** Critically evaluate AI model outputs, analytical findings and technological capabilities to inform strategic business decisions.

C. Practical and Professional Skills

- **C1:** Design and manage AI implementation projects, applying appropriate frameworks, governance structures and performance metrics.
- **C2:** Analyse and interpret financial information and AI performance data to support strategic investment decisions and resource allocation.
- **C3:** Conduct applied AI research, including literature review, data collection and analytical evaluation to support strategic AI initiatives.

D. Key Transferable Skills

- **D1:** Communicate AI strategies, findings and governance considerations effectively to technical and non-technical stakeholders using appropriate media and formats.
- **D2:** Demonstrate AI leadership, cross-functional teamwork and stakeholder management skills in designing and delivering responsible AI solutions.
- **D3:** Apply reflective practice and self-direction to manage continuing professional development in AI management and emerging technology strategy.

10.2. MBA Programme Learning Outcomes (Stage 2)

A. Knowledge and Understanding

- **A5:** Critically evaluate advanced business, management and leadership theories, research methodologies and strategic frameworks relevant to complex organisational challenges.
- **A6:** Demonstrate in-depth understanding of research design, analytical techniques and ethical considerations within applied business and management research.

B. Cognitive Skills

- **B4:** Critically analyse complex organisational and strategic problems using evidence-based reasoning and advanced analytical techniques.
- **B5:** Synthesise theoretical, managerial and empirical insights to develop innovative and strategically appropriate solutions.

C. Practical and Professional Skills

- **C4:** Design and execute a substantial applied research project addressing a real-world organisational, managerial or strategic issue.
- **C5:** Apply appropriate research methodologies, analytical techniques and strategic management frameworks to generate evidence-based recommendations and solutions.

D. Key Transferable Skills

- **D4:** Communicate complex strategic, managerial and research findings effectively to academic and professional audiences.
- **D5:** Demonstrate self-direction, autonomy and reflective practice in managing an extended research project.

11. Programme Structure and Progression

The Master of Business Administration (Artificial Intelligence Management) is structured as an integrated two-stage postgraduate programme comprising a taught Postgraduate Diploma stage and a final MBA research stage, totalling 180 credits at Level 7.

Stage 1 – Taught Stage (120 Credits)

Stage 1 consists of the Postgraduate Diploma (PGDip) in Artificial Intelligence Management, which develops advanced business knowledge, strategic awareness, leadership capability, analytical competence and applied managerial skills relevant to contemporary organisational environments.

The taught stage enables learners to critically engage with artificial intelligence and technology management disciplines, including strategic management, leadership and governance, AI strategy and ethics, machine learning applications, innovation and financial decision-making. The programme supports the development of strategic and analytical capabilities required to evaluate AI opportunities, govern responsible AI implementation and support organisational transformation within technology-driven business environments.

Successful completion of Stage 1 provides learners with the academic and professional foundation required to progress to the MBA research stage.

Stage 1 Modules

Module Code	Module Title	Credits
M07001	Strategic Management	15
M07002	Leadership and Governance	15
M07003	Advanced Business Research Methods	15
M07004	Financial Management and Decision Making	15
M07012	Strategic Change and Innovation	15
M07103	Foundations of AI and Machine Learning	15
M07104	AI Strategy and Ethics	15
M07105	Machine Learning Applications	15
	Total Credits	120

Exit Awards

- Learners who successfully complete 60 credits may be awarded a Postgraduate Certificate (PGCert) in Artificial Intelligence Management.
- Learners who successfully complete 120 credits may be awarded a Postgraduate Diploma (PGDip) in Artificial Intelligence Management.

Stage 2 – MBA Research Stage (60 Credits)

Stage 2 consists of supervised research and applied investigation through a Research Proposal module and a substantial Management Investigation (Capstone Project).

This stage enables learners to integrate and apply advanced business, management and leadership knowledge in the investigation of complex organisational, managerial or strategic challenges within contemporary business environments.

Learners are expected to undertake independent research, critically evaluate evidence, apply appropriate research methodologies and develop strategically relevant and evidence-based recommendations or solutions.

Stage 2 Modules

Module Code	Module Title	Credits
M08001	Research Proposal	20
M08002	Management Investigation (Capstone Project)	40
	Total Credits	60

Successful completion of both Stage 1 and Stage 2 leads to the award of Master of Business Administration (Artificial Intelligence Management).

12. Teaching and Learning Strategy

Delivery is designed to support advanced, research-led and applied learning through a range of academically rigorous and professionally relevant teaching and learning approaches, including:

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

Teaching and learning activities support both theoretical understanding and practical application within contemporary organisational environments. Where appropriate, learners will engage with real-world AI adoption and organisational transformation scenarios, enabling the application of AI governance, ethical frameworks and strategic decision-making principles to contemporary business challenges.

13. Assessment Strategy

Assessment is designed to evaluate academic understanding, strategic capability, professional practice and research competence across the taught and research stages of the programme.

A range of assessment methods are utilised to support the development and evaluation of analytical, managerial, research and professional skills, including:

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

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

Assessment methods for Stage 1 modules are detailed within the relevant module specifications. The summative assessments for the Stage 2 MBA research stage are outlined below.

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

14. Progression and Completion

To be awarded the Master of Business Administration (Artificial Intelligence Management), learners must:

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

15. Academic Regulations

The programme is delivered in accordance with:

- Abertay University academic regulations
- The Framework for Higher Education Qualifications (FHEQ) Level 7 requirements
- Institutional policies relating to assessment, progression, academic integrity and student conduct

16. Stage 1 Module Specifications

Module Title	Strategic Management		
Module Code	M07001	Level	7
Module Type	Taught	Credits	15
Notional Learning Hours	150 total hours <ul style="list-style-type: none"> • Lectures/seminars: 25 hours • Independent reading: 50 hours • Assessment preparation: 45 hours • Online activities/discussion: 30 hours 		
<p>Rationale for the module and its links with other modules:</p> <p>This module provides learners with the skills to think and act strategically in complex and dynamic business environments. It supports development in related areas such as marketing, finance, leadership and organisational change and serves as a foundation for capstone projects or dissertations. The module also emphasises the role of environmental analysis in shaping sustainable and competitive organisational strategies.</p>			
<p>Module Aims:</p> <ul style="list-style-type: none"> • To develop a critical understanding of strategic management theories and practices. • To enable learners to analyse internal and external factors affecting strategic decision-making. • To foster the ability to formulate, implement and evaluate effective strategic plans. 			
<p>Pre-requisite modules or specified entry requirements:</p> <p>None; however, a Level 6 qualification and/or relevant business experience is recommended.</p>			
<p>Is the module compensatable?</p> <p>Yes</p>			
<p>Are there any PSRB requirements regarding the module?</p> <p>No</p>			
<p>Module Learning Outcomes (MLOs):</p> <p>A. Knowledge and Understanding</p> <ul style="list-style-type: none"> • A1: Critically evaluate strategic management theories, models and frameworks (<i>PLO A1, A3</i>). • A2: Critically analyse internal and external organisational environments and their impact on organisational performance and strategic decision-making (<i>PLO A2, A4</i>). <p>Programme Learning Outcomes (PLOs) this maps against: A1, A2, A3, A4</p> <p>Learning and teaching strategy: Lectures, readings, case studies, online activities.</p>			

B. Cognitive Skills

- B1: Critically apply strategic analysis tools to evaluate complex business scenarios and identify strategic options (*PLO B1, B2*).
- B2: Critically evaluate and synthesise strategic options and decisions using evidence from internal and external research sources (*PLO B2, B3*).

Programme Learning Outcomes (PLOs) this maps against: B1, B2, B3

Learning and teaching strategy: Group tasks, problem-solving exercises, simulations.

C. Practical and Professional Skills

- C1: Develop and justify strategic plans aligned with organisational objectives and dynamic market conditions (*PLO C1, C2*).
- C2: Critically evaluate strategic performance using relevant data and evidence and formulate evidence-based and strategically justified recommendations for improvement (*PLO C2, C3*).

Programme Learning Outcome(s) this maps against: C1, C2, C3

Learning and teaching strategy: Case studies, workshops, presentations.

D. Key Transferable Skills

- D1: Communicate strategic insights clearly to professional and academic audiences (*PLO D1*).
- D2: Work independently and collaboratively to solve complex strategic business problems in dynamic organisational contexts (*PLO D2, D3*).

Programme Learning Outcome(s) this maps against: D1, D2, D3

Learning and teaching strategy: Peer collaboration, project work, self-reflection

Indicative Content:

- The nature and scope of strategic management
- Strategy development processes (intended vs emergent)
- Strategic analysis: PESTLE, SWOT, Porter's Five Forces, VRIO
- Strategy formulation tools: Ansoff Matrix, BCG, Blue Ocean Strategy
- Business-level and corporate-level strategy
- Strategy implementation and change management
- Strategic leadership and organisational alignment
- Performance evaluation and strategic control
- Strategy in global, digital and disruptive environments
- Impact of macro and micro environmental factors on organisational performance and competitive positioning
- Use of internal and external research (e.g., market, industry and organisational data) to inform strategic decision-making

Assessment Strategy:

To pass this module, learners must demonstrate the ability to apply strategic management principles in complex business environments, make evidence-based and strategically justified recommendations and critically evaluate strategic decisions and their impact on organisational performance.

Assessment Task	Weighting	Submission Timing	Grading	Module Learning Outcomes Mapped
Strategic Analysis Report (2500 words)	70%	Mid-module	%	A1, A2, B1, B2, C1, D1
Strategic Plan Presentation + Commentary (1500 words)	30%	End of module	%	B2, C2, D2

Key Reading List:

Author	Year	Title	Publisher
Johnson, G. et al.	2023	Exploring Strategy (13th ed.)	Pearson
Grant, R.M.	2022	Contemporary Strategy Analysis (11th ed.)	Wiley
Lynch, R.	2021	Strategic Management (9th ed.)	Pearson
Hill, C. et al.	2020	Strategic Management Theory	Cengage Learning

Other indicative text (e.g., websites)

- www.strategy-business.com
- www.mckinsey.com
- Harvard Business Review (Strategy section)
- Business Strategy Review Journal

Module Title	Leadership and Governance		
Module Code	M07002	Level	7
Module Type	Taught	Credits	15
Notional Learning Hours	150 total hours <ul style="list-style-type: none"> • Lectures/seminars: 25 hours • Independent reading: 50 hours • Assessment preparation: 45 hours • Online activities/discussion: 30 hours 		
<p>Rationale for the module and its links with other modules:</p> <p>This module is designed to enhance learners' strategic leadership capability and governance awareness in complex and evolving organisational contexts. It aligns with other modules on strategy, ethics and organisational performance and serves as a foundation for leadership-focused research or final projects. The module also supports the development of responsible leadership aligned with global governance standards and sustainability principles.</p>			
<p>Module Aims:</p> <ul style="list-style-type: none"> • To develop critical insight into leadership theory and strategic application in corporate settings. • To explore the role of corporate governance in promoting ethical, sustainable and accountable business practices. • To prepare learners to lead at board and executive levels with integrity, vision and governance literacy. 			
<p>Pre-requisite modules or specified entry requirements:</p> <p>None; however, a Level 6 qualification and/or relevant business experience is recommended.</p>			
<p>Is the module compensatable?</p> <p>Yes</p>			
<p>Are there any PSRB requirements regarding the module?</p> <p>No</p>			
<p>Module Learning Outcomes (MLOs):</p> <p>A. Knowledge and Understanding</p> <ul style="list-style-type: none"> • A1: Critically evaluate strategic leadership theories and their relevance in organisational settings (<i>PLO A1, A3</i>). • A2: Demonstrate comprehensive understanding of corporate governance frameworks and their impact on organisational performance, accountability and stakeholder environments (<i>PLO A2, A4</i>). <p>Programme Learning Outcome(s) this maps against: A1, A2, A3, A4.</p> <p>Learning and teaching strategy: Lectures, readings, case studies, online discussion.</p>			

B. Cognitive Skills

- B1: Analyse the relationship between leadership behaviour, organisational ethics and governance practices (*PLO B1, B2*).
- B2: Critically evaluate and apply evidence-based reasoning to leadership and governance challenges in complex organisational contexts (*PLO B2, B3*).

Programme Learning Outcomes (PLOs) this maps against: B1, B2, B3.

Learning and teaching strategy: Seminars, case analysis, reflective tasks.

C. Practical and Professional Skills

- C1: Assess boardroom dynamics and recommend improvements to governance structures (*PLO C1, C2*).
- C2: Develop and justify strategic leadership and governance approaches using organisational, performance and governance-related information, including the critical application of appropriate research and analytical methods (*PLO C2, C3*).

Programme Learning Outcomes (PLOs) this maps against: C1, C2, C3.

Learning and teaching strategy: Simulations, applied projects, peer collaboration

D. Key Transferable Skills

- D1: Communicate strategic leadership insights clearly to specialist and non-specialist audiences (*PLO D1*).
- D2: Demonstrate leadership awareness and reflect on personal leadership style and development within a governance context (*PLO D2, D3*).

Programme Learning Outcomes (PLOs) this maps against: D1, D2, D3

Learning and teaching strategy: Presentation practice, portfolio development, coaching

Indicative Content:

- Strategic leadership theories and models
- Leadership in organisational change, crisis and transformation
- Corporate governance structures and responsibilities
- UK Corporate Governance Code and international standards (e.g., OECD, King IV)
- Board composition, diversity and accountability
- Stakeholder theory and ESG
- Governance risk, compliance and ethical leadership
- Strategic decision-making and board effectiveness
- Analysis of board-level and organisational performance data
- Use of governance reports, ESG metrics and KPIs in decision-making
- Interpreting financial and non-financial information in governance contexts
- Digital governance, data ethics and emerging governance challenges (e.g., AI, cybersecurity)

Assessment Strategy:

To pass this module, learners must demonstrate the ability to critically evaluate leadership and governance practices, apply theory to real-world governance and organisational contexts, including the use of relevant organisational and performance data and demonstrate reflective evaluation of personal leadership development.

Assessment Task	Weighting	Submission Timing	Grading	Module Learning Outcomes Mapped
Leadership & Governance Report (2500 words)	70%	Mid-module	%	A1, A2, B1, B2, C1, C2, D1
Boardroom Case Study Analysis (1500 words)	30%	End of module	%	B2, C2, D2

Key Reading List:

Author	Year	Title	Publisher
Northouse, P.G.	2021	Leadership: Theory and Practice (9th ed.)	SAGE Publications
Tricker, B.	2019	Corporate Governance: Principles, Policies and Practices (4th ed.)	Oxford University Press
Clarke, T.	2021	International Corporate Governance (3rd ed.)	Routledge
Gill, R.	2011	Theory and Practice of Leadership	SAGE Publications
Kakabadse, A. & N.	2010	Global Boards	Palgrave Macmillan

Other indicative text (e.g., websites)

- www.iod.com (Institute of Directors)
- www.oecd.org/corporate/governance
- Harvard Business Review (Leadership and Governance section)

Module Title	Advanced Business Research Methods		
Module Code	M07003	Level	7
Module Type	Taught	Credits	15
Notional Learning Hours	150 total hours <ul style="list-style-type: none"> • Lectures/seminars: 25 hours • Independent reading: 50 hours • Assessment preparation: 45 hours • Online activities/discussion: 30 hours 		

Rationale for the module and its links with other modules:

This module equips learners with the critical knowledge and skills required to undertake systematic and rigorous research in business and management contexts. It prepares learners for independent research projects, dissertations, or consultancy-based assignments and underpins other modules through its emphasis on evidence-based decision-making and the analysis of complex organisational challenges.

Module Aims:

- To equip learners with a critical understanding of business research philosophies and methodologies.
- To develop the capacity to design, justify and plan an independent research project.
- To apply suitable data collection and analysis techniques for business problem-solving.

Pre-requisite modules or specified entry requirements:

None; however, learners are expected to hold a Level 6 qualification and be familiar with basic academic study skills.

Is the module compensatable?

Yes

Are there any PSRB requirements regarding the module?

No

Module Learning Outcomes (MLOs):

A. Knowledge and Understanding

- A1: Critically evaluate key research paradigms, approaches and methodologies in business and management research (*PLO A1, A2*).
- A2: Critically evaluate ethical principles and the role of research in analysing organisational problems and informing evidence-based decision-making (*PLO A2, A4*).

Programme Learning Outcome(s) this maps against: A1, A2, A4.

Learning and teaching strategy: Lectures, readings, case studies, online workshops.

B. Cognitive Skills

- B1: Formulate coherent and researchable questions and objectives aligned to complex business and organisational issues (*PLO B1, B2*).
- B2: Critically evaluate secondary and primary research designs and data analysis methods (*PLO B2*).

Programme Learning Outcome(s) this maps against: B1, B2.

Learning and teaching strategy: Research proposal development, peer review, applied tasks.

C. Practical and Professional Skills

- C1: Design a research project including methodology and sampling (*PLO C3*).
- C2: Apply and interpret qualitative and quantitative data analysis techniques to support evidence-based decision-making (*PLO C3*).

Programme Learning Outcome(s) this maps against: C3

Learning and teaching strategy: Proposal writing, data handling exercises, tool demonstrations

D. Key Transferable Skills

- D1: Use academic conventions, referencing and clear written communication (*PLO D1*).
- D2: Plan, manage and reflect on an independent research project to meet academic standards (*PLO D3*).

Programme Learning Outcome(s) this maps against: D1, D3

Learning and teaching strategy: Workshops, writing clinics, feedback sessions.

Indicative Content:

- Research paradigms and philosophical assumptions
- Formulating research problems, questions and hypotheses
- Literature review techniques and academic sourcing
- Research design and strategy (qualitative, quantitative, mixed methods)
- Sampling techniques and ethics in research
- Data collection methods (e.g., interviews, surveys, secondary data)
- Data analysis tools (e.g., thematic analysis, SPSS, Excel)
- Research validity, reliability and limitations
- Proposal writing and planning tools
- Application of research to organisational decision-making and performance improvement
- Development of a structured research proposal aligned to postgraduate dissertation requirements.

Assessment Strategy:

To pass this module, learners must submit a comprehensive and academically rigorous research proposal demonstrating critical understanding of research design, methodology and organisational context aligned with postgraduate dissertation or capstone requirements.

Assessment Task	Weighting	Submission Timing	Grading	Module Learning Outcomes Mapped
Research Proposal (2,500 words)	100%	End of module	%	A1, A2, B1, B2, C1, C2, D1, D2

Key Reading List:

Author	Year	Title	Publisher
Saunders, M. et al.	2019	Research Methods for Business Students (8th ed.)	Pearson
Bryman, A.	2016	Social Research Methods (5th ed.)	Oxford University Press
Easterby-Smith, M. et al.	2021	Management Research (6th ed.)	Sage Publications
Sekaran, U. & Bougie, R.	2019	Research Methods for Business (8th ed.)	Wiley

Other indicative text (e.g., websites)

- www.cipd.co.uk
- Emerald Insight Research Database
- Harvard Business Review (Research section)
- www.methodspace.com

Module Title	Financial Management and Decision Making		
Module Code	M07004	Level	7
Module Type	Taught	Credits	15
Notional Learning Hours	150 total hours <ul style="list-style-type: none"> • Lectures/seminars: 25 hours • Independent reading: 50 hours • Assessment preparation: 45 hours • Online activities/discussion: 30 hours 		
<p>Rationale for the module and its links with other modules:</p> <p>This module develops a critical and applied understanding of financial management principles and their role in organisational decision-making. It enables learners to interpret and evaluate financial information to support strategic and operational decisions. The module underpins a wide range of business management disciplines by equipping learners with the ability to assess financial performance, evaluate investment opportunities and analyse the financial implications of business decisions in complex organisational contexts.</p>			
<p>Module Aims:</p> <ul style="list-style-type: none"> • To provide an in-depth understanding of financial and management accounting concepts. • To enable learners to analyse financial data and apply it in strategic decision-making. • To assess the financial impact of strategic and operational decisions within organisations. 			
<p>Pre-requisite modules or specified entry requirements:</p> <p>None; however, prior exposure to basic finance or accounting principles is advantageous.</p>			
<p>Is the module compensatable?</p> <p>Yes</p>			
<p>Are there any PSRB requirements regarding the module?</p> <p>No</p>			
<p>Module Learning Outcomes (MLOs):</p> <p>A. Knowledge and Understanding</p> <ul style="list-style-type: none"> • A1: Critically evaluate key financial principles, tools and techniques used in organisational decision-making (<i>PLO A1, A2</i>). • A2: Evaluate the strategic role of financial information in organisational strategy and business decision-making (<i>PLO A3, A4</i>). <p>Programme Learning Outcome(s) this maps against: A1, A2, A3, A4.</p> <p>Learning and teaching strategy: Lectures, problem-based learning, financial modelling tasks.</p>			

B. Cognitive Skills

- B1: Critically interpret and analyse financial statements to assess organisational financial health and performance (*PLO B1, B2*).
- B2: Critically assess investment decisions using financial appraisal techniques and justify recommendations (*PLO B2, B3*).

Programme Learning Outcome(s) this maps against: B1, B2, B3.

Learning and teaching strategy: Case study analysis, investment simulations.

C. Practical and Professional Skills

- C1: Apply budgeting, cost analysis and performance metrics to evaluate and support financial decision-making (*PLO C2*).
- C2: Apply financial planning and modelling tools to support decision-making in complex business scenarios (*PLO C2*).

Programme Learning Outcome(s) this maps against: C2.

Learning and teaching strategy: Spreadsheet modelling, budgeting exercises, presentations.

D. Key Transferable Skills

- D1: Communicate financial insights effectively to non-financial stakeholders (*PLO D1*).
- D2: Apply numeracy, digital tools and decision-making skills in financial contexts (*PLO D2*).

Programme Learning Outcome(s) this maps against: D1, D2.

Learning and teaching strategy: Group work, financial presentations, reflective exercises.

Indicative Content:

- Financial statements and performance analysis
- Cash flow and working capital management
- Budgeting and variance analysis
- Capital investment appraisal (NPV, IRR, Payback)
- Cost-volume-profit analysis
- Strategic financial planning and forecasting
- Risk management and financial sensitivity analysis
- Ethics and governance in financial decision-making
- Financial decision-making models
- Financial forecasting and scenario analysis
- Use of financial data in strategic decisions

Assessment Strategy:

Assessment is based on the critical analysis and application of financial data to support evidence-based business decision-making in organisational contexts.

Assessment Task	Weighting	Submission Timing	Grading	Module Learning Outcomes Mapped
Financial Analysis Report (2,500 words)	70%	Mid-module	%	A1, A2, B1, B2, C1, D1
Strategic Finance Case Study (1,500 words)	30%	End of module	%	B2, C2, D2

Key Reading List:

Author	Year	Title	Publisher
Atrill, P. & McLaney, E.	2022	Financial Management for Decision Makers (9th ed.)	Pearson
Drury, C.	2018	Management and Cost Accounting (10th ed.)	Cengage Learning
Fridson, M. & Alvarez, F.	2022	Financial Statement Analysis (5th ed.)	Wiley

Other indicative text (e.g., websites)

- Financial Times (www.ft.com)
- www.mckinsey.com (finance section)
- Harvard Business Review (Research section)
- <https://www.investopedia.com>

Module Title	Strategic Change and Innovation		
Module Code	M07012	Level	7
Module Type	Taught	Credits	15
Notional Learning Hours	150 total hours <ul style="list-style-type: none"> • Lectures/seminars: 25 hours • Independent reading: 50 hours • Assessment preparation: 45 hours • Online activities/discussion: 30 hours 		
<p>Rationale for the module and its links with other modules:</p> <p>This module develops learners' ability to lead and manage strategic change and innovation in complex organisational environments. It focuses on the processes, tools and leadership capabilities required to design and implement change initiatives, foster innovation and respond effectively to dynamic internal and external pressures. The module emphasises the application of change management and innovation frameworks to drive organisational transformation, improve performance and support adaptability in uncertain and evolving contexts.</p>			
<p>Module Aims:</p> <ul style="list-style-type: none"> • To develop critical understanding of strategic change management theories and models. • To explore innovation processes and their role in organisational competitiveness and growth. • To enable learners to design, implement and evaluate change and innovation initiatives in complex organisational contexts. 			
<p>Pre-requisite modules or specified entry requirements:</p> <p>None; however, a Level 6 qualification and/or relevant business experience is recommended.</p>			
<p>Is the module compensatable?</p> <p>Yes</p>			
<p>Are there any PSRB requirements regarding the module?</p> <p>No</p>			
<p>Module Learning Outcomes (MLOs):</p> <p>A. Knowledge and Understanding</p> <ul style="list-style-type: none"> • A1: Critically evaluate theories, models and frameworks of strategic change and innovation in organisational contexts (<i>PLO A1</i>) • A2: Analyse the role of internal and external drivers in shaping organisational change, innovation and transformation strategies (<i>PLO A2, A4</i>). <p>Programme Learning Outcomes (PLOs) this maps against: A1, A2, A4.</p> <p>Learning and teaching strategy: Lectures, case studies, readings, online discussions.</p>			

B. Cognitive Skills

- B1: Critically analyse organisational contexts to identify the need for change and opportunities for innovation (*PLO B1, B2*).
- B2: Evaluate alternative change management and innovation strategies using evidence-based reasoning (*PLO B2*).

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

Learning and teaching strategy: Case analysis, problem-solving exercises, applied workshops.

C. Practical and Professional Skills

- C1: Design and justify strategic change initiatives aligned with organisational goals and environmental conditions (*PLO C1*).
- C2: Apply tools and techniques for managing change, innovation processes and organisational transformation (*PLO C2*).

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

Learning and teaching strategy: Simulations, group work, applied projects.

D. Key Transferable Skills

- D1: Communicate change and innovation strategies effectively to stakeholders (*PLO D1*).
- D2: Demonstrate leadership, teamwork and adaptability in managing change initiatives, including reflective practice and self-directed learning in managing change and innovation (*PLO D2, D3*).

Programme Learning Outcomes (PLOs) this maps against: D1, D2, D3.

Learning and teaching strategy: Group activities, presentations, reflective tasks.

Indicative Content:

- Theories and models of organisational change (e.g., Lewin, Kotter, ADKAR)
- Drivers of change: technological, economic, social and organisational
- Innovation management and organisational creativity
- Types of innovation: incremental, disruptive, open innovation
- Change leadership and organisational culture
- Resistance to change and stakeholder management
- Strategic change planning and implementation
- Innovation strategy and competitive advantage
- Digital transformation and innovation ecosystems
- Measuring and evaluating change and innovation outcomes
- Risk, governance and ethics in organisational change

Assessment Strategy:

To pass this module, learners must demonstrate the ability to critically evaluate change and innovation strategies and apply relevant theories and tools to real organisational contexts, including the design and justification of strategic change initiatives.

Assessment Task	Weighting	Submission Timing	Grading	Module Learning Outcomes Mapped
Strategic Change Analysis Report (2,500 words)	70%	Mid-module	%	A1, A2, B1, B2, C1, D1
Innovation Strategy Presentation + Reflective Commentary (1,500 words)	30%	End of module	%	B2, C2, D2

Key Reading List:

Author	Year	Title	Publisher
Burnes, B.	2020	Managing Change (8th ed.)	Pearson
Kotter, J.P.	2012	Leading Change	Harvard Business Review Press
Tidd, J. & Bessant, J.	2020	Managing Innovation (7th ed.)	Wiley
Christensen, C.M.	2016	The Innovator's Dilemma	Harvard Business Review Press

Other indicative text (e.g., websites)

- Harvard Business Review (Change & Innovation section)
- www.mckinsey.com (Innovation and Transformation insights)
- www.strategy-business.com
- www.innovationleader.com

Module Title	Foundations of AI and Machine Learning		
Module No	M07103	Level	7
Module Type	Taught	Credits	15
Notional Learning Hours	150 total hours <ul style="list-style-type: none"> • Lectures/seminars: 25 hours • Independent reading: 50 hours • Assessment preparation: 45 hours • Online activities/discussion: 30 hours 		

Rationale for the module and its links with other modules:

This module provides learners with a comprehensive and accessible foundation in artificial intelligence and machine learning concepts, techniques and business applications. It is designed for management professionals who need to understand, evaluate and lead AI initiatives without necessarily implementing algorithms themselves. The module establishes the conceptual and technical literacy required to engage effectively with data scientists and AI engineers, commission AI projects intelligently and make informed governance decisions.

Module Aims:

- To develop a critical and applied understanding of core AI and machine learning concepts, techniques and their business relevance.
- To equip learners with the technical literacy required to evaluate, commission and govern AI systems in organisational contexts.
- To enable learners to critically assess AI capabilities and limitations and apply this understanding to strategic and operational business decisions.

Pre-requisite modules or specified entry requirements:

None; however, a Level 6 qualification and/or relevant business experience is recommended.

Is the module compensatable?

Yes

Are there any PSRB requirements regarding the module?

No

Module Learning Outcomes (MLOs):

A. Knowledge and Understanding

- A1: Critically evaluate core AI and machine learning concepts, paradigms and techniques and their application in business and organisational contexts (*PLO A1, A2*).
- A2: Demonstrate critical understanding of the data foundations, computational principles and ethical dimensions that underpin AI and ML systems (*PLO A3, A4*).

Programme Learning Outcomes (PLOs) this maps against: A1, A2, A3, A4.

Learning and teaching strategy: Lectures, case studies, interactive demonstrations, online tutorials.

B. Cognitive Skills

- B1: Critically analyse business problems to assess AI and ML feasibility, identify suitable approaches and evaluate implementation risks (*PLO B1*).
- B2: Evaluate the outputs, performance metrics and limitations of AI and ML systems in real business contexts using evidence-based reasoning (*PLO B2, B3*).

Programme Learning Outcomes (PLOs) this maps against: B1, B2, B3.

Learning and teaching strategy: Applied labs, scenario analysis, feasibility assessments.

C. Practical and Professional Skills

- C1: Apply AI and ML literacy to evaluate technology vendors, commission AI projects and assess model outputs in managerial and governance contexts (*PLO C1, C2*).
- C2: Use AI and ML conceptual frameworks to contribute meaningfully to cross-functional AI project teams and support responsible AI deployment decisions (*PLO C3*).

Programme Learning Outcomes (PLOs) this maps against: C1, C2, C3.

Learning and teaching strategy: Applied workshops, vendor evaluation exercises, project simulations.

D. Key Transferable Skills

- D1: Communicate AI and ML concepts clearly to non-technical business stakeholders and translate technical outputs into strategic business language (*PLO D1*).
- D2: Demonstrate collaborative leadership and problem-solving skills in AI project environments, bridging technical and business perspectives effectively (*PLO D2*).

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

Learning and teaching strategy: Group projects, presentations, reflective tasks.

Indicative Content:

- History and evolution of artificial intelligence — key milestones and paradigm shifts
- Types of AI — narrow AI, general AI and superintelligence concepts
- AI governance basics — roles, accountability and organisational oversight of AI systems
- Machine learning fundamentals — supervised, unsupervised and reinforcement learning
- Neural networks and deep learning — conceptual foundations for managers
- Natural language processing — concepts, applications and business use cases
- Computer vision and robotics — business applications and limitations
- Generative AI — large language models, foundation models and business implications
- Data fundamentals — data types, data quality and data pipelines for AI
- AI project lifecycle — from problem definition to deployment and monitoring
- Evaluating AI systems — metrics, benchmarks and performance assessment
- AI limitations, failure modes and responsible deployment considerations

Assessment Strategy:

To pass this module, learners must demonstrate AI and ML literacy sufficient to critically evaluate AI systems and apply foundational concepts to real business contexts, including the development of evidence-based recommendations on AI feasibility, capability and responsible deployment.

Assessment Task	Weighting	Submission Timing	Grading	Module Learning Outcomes Mapped
AI Feasibility and Capability Assessment Report (2,500 words)	70%	Mid-module	%	A1, A2, B1, B2, C1, D1
AI Business Case Presentation + Commentary (1,500 words)	30%	End of module	%	B2, C2, D2

Key Reading List:

Author	Year	Title	Publisher
Russell, S. & Norvig, P.	2021	Artificial Intelligence: A Modern Approach (4th ed.)	Pearson
Agrawal, A. et al.	2022	Power and Prediction: The Disruptive Economics of Artificial Intelligence	Harvard Business Review Press
Géron, A.	2022	Hands-On Machine Learning with Scikit-Learn, Keras and TensorFlow (3rd ed.)	O'Reilly Media
Floridi, L. et al.	2022	The Ethics of Artificial Intelligence	Oxford University Press

Other indicative text (e.g., websites)

- Alan Turing Institute (www.turing.ac.uk)
- OECD AI Policy Observatory (oecd.ai)
- MIT Technology Review (www.technologyreview.com)
- Harvard Business Review (AI and Technology sections)

Module Title	AI Strategy and Ethics		
Module No	M07104	Level	7
Module Type	Taught	Credits	15
Notional Learning Hours	150 total hours <ul style="list-style-type: none"> • Lectures/seminars: 25 hours • Independent reading: 50 hours • Assessment preparation: 45 hours • Online activities/discussion: 30 hours 		

Rationale for the module and its links with other modules:

This module develops learners' understanding of artificial intelligence as a strategic organisational capability, focusing on how AI can be designed, governed and deployed responsibly to create sustainable business value. It explores AI strategy frameworks, ethical principles and regulatory environments, enabling learners to evaluate AI opportunities and risks and develop responsible AI strategies that align with organisational objectives, stakeholder expectations and societal considerations.

Module Aims:

- To develop a critical understanding of AI strategy frameworks, AI adoption models and the strategic role of artificial intelligence in contemporary organisations.
- To explore the ethical, regulatory and governance implications of AI deployment in organisational and societal contexts.
- To enable learners to evaluate AI opportunities and risks and develop responsible AI strategies aligned with organisational objectives.

Pre-requisite modules or specified entry requirements:

None; however, a Level 6 qualification and/or relevant business experience is recommended.

Is the module compensatable?

Yes

Are there any PSRB requirements regarding the module?

No

Module Learning Outcomes (MLOs):

A. Knowledge and Understanding

- A1: Critically evaluate AI strategy frameworks, models and their application in contemporary business and organisational contexts (*PLO A1, A2*)
- A2: Demonstrate critical understanding of AI ethics frameworks, data governance principles and regulatory landscapes governing AI deployment (*PLO A3, A4*)

Programme Learning Outcomes (PLOs) this maps against: A1, A2, A3, A4.

Learning and teaching strategy: Lectures, case studies, readings, online discussions.

B. Cognitive Skills

- B1: Critically analyse AI adoption opportunities and risks within specific organisational and industry contexts (*PLO B1, B2*).
- B2: Evaluate competing AI strategies and governance approaches using evidence-based reasoning and ethical frameworks (*PLO B3*).

Programme Learning Outcomes (PLOs) this maps against: B1, B2, B3.

Learning and teaching strategy: Case analysis, applied tasks, scenario workshops.

C. Practical and Professional Skills

- C1: Develop and justify an AI strategy aligned with organisational objectives, ethical principles and regulatory requirements (*PLO C1, C2*).
- C2: Apply AI governance frameworks and responsible AI tools to evaluate and manage the ethical and operational risks of AI deployment (*PLO C3*).

Programme Learning Outcomes (PLOs) this maps against: C1, C2, C3.

Learning and teaching strategy: Simulations, applied projects, stakeholder scenario exercises.

D. Key Transferable Skills

- D1: Communicate AI strategy and ethics insights effectively to technical and non-technical stakeholders (*PLO D1*).
- D2: Demonstrate reflective practice and critical judgement in evaluating AI strategy and governance decisions in complex organisational contexts (*PLO D3*).

Programme Learning Outcomes (PLOs) this maps against: D1, D3.

Learning and teaching strategy: Group work, presentations, reflective tasks.

Indicative Content:

- AI fundamentals — types, capabilities and business applications
- AI strategy frameworks and maturity models
- AI adoption in business — drivers, barriers and implementation approaches
- AI ethics — bias, fairness, transparency and accountability
- Regulatory landscape for AI — EU AI Act, UK AI frameworks and international standards
- Responsible AI frameworks (e.g., OECD AI Principles, IEEE Ethically Aligned Design)
- AI risk management and governance structures
- Data ethics and privacy in AI systems
- AI and the future of work — workforce implications and strategic responses
- AI-driven business model innovation
- Case studies in AI strategy across sectors
- AI governance operating models — roles, accountability and decision-making structures

Assessment Strategy:

To pass this module, learners must demonstrate the ability to critically evaluate AI strategy, governance and ethics frameworks to real organisational contexts, including the development of evidence-based AI strategy and governance recommendations.

Assessment Task	Weighting	Submission Timing	Grading	Module Learning Outcomes Mapped
AI Strategy and Ethics Report (2,500 words)	70%	Mid-module	%	A1, A2, B1, B2, C1, D1
Responsible AI Strategy Plan + Commentary (1,500 words)	30%	End of module	%	B2, C2, D2

Key Reading List:

Author	Year	Title	Publisher
Russell, S. & Norvig, P.	2021	Artificial Intelligence: A Modern Approach (4th ed.)	Pearson
Agrawal, A. et al.	2022	Power and Prediction: The Disruptive Economics of Artificial Intelligence	HBR Press
Floridi, L. et al.	2022	The Ethics of Artificial Intelligence	Oxford University Press
Bughin, J. et al.	2021	AI Transformation Playbook (or McKinsey reports)	McKinsey / Industry

Other indicative text (e.g., websites)

- OECD AI Policy Observatory (oecd.ai)
- Alan Turing Institute
- UK Government AI policy / DSIT
- MIT Technology Review
- Harvard Business Review (AI & Strategy sections)

Module Title	Machine Learning Applications		
Module No	M07105	Level	7
Module Type	Taught	Credits	15
Notional Learning Hours	150 total hours <ul style="list-style-type: none"> • Lectures/seminars: 25 hours • Independent reading: 50 hours • Assessment preparation: 45 hours • Online activities/discussion: 30 hours 		

Rationale for the module and its links with other modules:

This module develops learners' understanding of machine learning concepts and their practical application in business contexts. It focuses on equipping learners to identify, evaluate and apply appropriate machine learning approaches to real business problems, with emphasis on interpretation, ethics and business value rather than deep technical implementation. The emphasis is on translating machine learning outputs into practical business applications that support automation, prediction, classification and decision optimisation.

Module Aims:

- To develop a critical understanding of machine learning concepts, algorithms and their business applications.
- To explore supervised, unsupervised and reinforcement learning approaches and their relevance to organisational decision-making.
- To enable learners to evaluate, apply and interpret machine learning models in real business contexts, considering ethical, governance and performance dimensions.

Pre-requisite modules or specified entry requirements:

None; however, a Level 6 qualification and/or relevant business experience is recommended.

Is the module compensatable?

Yes

Are there any PSRB requirements regarding the module?

No

Module Learning Outcomes (MLOs):

A. Knowledge and Understanding

- A1: Critically evaluate machine learning concepts, algorithms and frameworks and their application to business and organisational problems (*PLO A1, A2*).
- A2: Demonstrate critical understanding of model training processes, performance evaluation and ethical considerations in machine learning (*PLO A3*).

Programme Learning Outcomes (PLOs) this maps against: A1, A2, A3.

Learning and teaching strategy: Lectures, case studies, data labs, online tutorials.

B. Cognitive Skills

- B1: Critically analyse business problems to identify appropriate machine learning approaches and evaluate their feasibility and potential business impact (*PLO B1, B2*).
- B2: Evaluate machine learning model outputs, performance metrics and limitations using evidence-based reasoning to support business decision-making (*PLO B3*).

Programme Learning Outcomes (PLOs) this maps against: B1, B2, B3.

Learning and teaching strategy: Applied labs, scenario analysis, model evaluation exercises.

C. Practical and Professional Skills

- C1: Apply machine learning tools and frameworks to analyse business datasets, build predictive models and generate actionable insights (*PLO C1, C2*).
- C2: Critically assess machine learning model performance, bias and deployment considerations in applied business environments (*PLO C3*).

Programme Learning Outcomes (PLOs) this maps against: C1, C2, C3.

Learning and teaching strategy: Applied projects, simulations, practical workshops.

D. Key Transferable Skills

- D1: Communicate machine learning findings and model insights clearly to technical and non-technical business stakeholders (*PLO D1, D2*).
- D2: Demonstrate collaborative problem-solving, analytical leadership and reflective practice in applying machine learning approaches to real-world business challenges (*PLO D2, D3*).

Programme Learning Outcomes (PLOs) this maps against: D1, D2, D3.

Learning and teaching strategy: Lectures, group projects, presentations, reflective activities.

Indicative Content:

- Introduction to machine learning — concepts, types and business relevance
- Supervised learning — classification and regression algorithms
- Unsupervised learning — clustering, dimensionality reduction and pattern recognition
- Model training, validation and evaluation metrics
- Feature engineering and data preparation for ML
- Bias, fairness and explainability in machine learning
- ML deployment and productionisation considerations
- Applications of ML in finance, marketing, HR and operations
- Introduction to neural networks and deep learning concepts
- ML governance and responsible deployment frameworks
- Practical ML tools for business analysts (e.g., Python scikit-learn, Azure ML)
- Case studies in machine learning across business sectors
- Ethical considerations and responsible AI use

Assessment Strategy:

To pass this module, learners must demonstrate the ability to critically evaluate machine learning approaches and apply relevant models to business contexts, including the development of evidence-based ML-driven business recommendations.

Assessment Task	Weighting	Submission Timing	Grading	Module Learning Outcomes Mapped
Machine Learning Business Application Report (2,500 words)	70%	Mid-module	%	A1, A2, B1, B2, C1, D1
ML Model Presentation + Reflective Commentary (1,500 words)	30%	End of module	%	B2, C2, D2

Key Reading List:

Author	Year	Title	Publisher
Géron, A.	2022	Hands-On Machine Learning with Scikit-Learn, Keras and TensorFlow (3rd ed.)	O'Reilly Media
James, G. et al.	2021	An Introduction to Statistical Learning (2nd ed.)	Springer
Provost, F. & Fawcett, T.	2013	Data Science for Business	O'Reilly Media
Kelleher, J.D. & Tierney, B.	2018	Data Science	MIT Press

Other indicative text (e.g., websites)

- scikit-learn documentation (scikit-learn.org)
- Kaggle (www.kaggle.com)
- Google ML Crash Course (developers.google.com/machine-learning)
- Harvard Business Review (AI and Analytics sections)

17. Stage 2 Module Specifications

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 programme. 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 programme 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 programme.</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 A5, A6*).
- A2: Demonstrate critical understanding of ethical considerations, governance and research design principles within organisational and strategic contexts (*PLO A6*).

Programme Learning Outcomes (PLOs) this maps against: A5, A6.

B. Cognitive Skills

- B1: Formulate clear research questions and objectives grounded in complex managerial, strategic or organisational issues (*PLO B4, B5*).
- B2: Critically evaluate alternative research designs and justify appropriate methodological choices within business and managerial contexts (*PLO B5*).

Programme Learning Outcomes (PLOs) this maps against: B4, B5.

C. Practical and Professional Skills

- C1: Develop a structured research proposal including literature review, methodology and data collection plan (*PLO C4, C5*).
- C2: Apply appropriate academic, professional and strategic conventions in proposal writing and research planning (*PLO C5*).

Programme Learning Outcomes (PLOs) this maps against: C4, C5.

D. Key Transferable Skills

- D1: Communicate research ideas, strategic concepts and project proposals clearly to academic and professional audiences (*PLO D4*).
- D2: Demonstrate self-direction and project planning skills in preparing for an extended research investigation (*PLO D5*).

Programme Learning Outcomes (PLOs) this maps against: D4, D5.

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 programme area.

Assessment Task	Weighting	Submission Timing	Module Learning Outcomes Mapped
Research Proposal (3,000 words)	100%	End of Module	A5, A6, B4, B5, C4, C5, D4, D5

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 chosen programme area.</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 programme.			
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 A5*).
- A2: Demonstrate in-depth understanding of applied research methods, analytical techniques and ethical considerations within business and management research (*PLO A6*).

Programme Learning Outcomes (PLOs) this maps against: A5, A6.

B. Cognitive Skills

- B1: Critically analyse complex organisational and strategic problems using evidence-based reasoning and advanced analytical approaches (*PLO B4, B5*).
- B2: Synthesise theoretical, managerial and empirical findings to generate integrated, innovative and strategically appropriate solutions (*PLO B5*).

Programme Learning Outcomes (PLOs) this maps against: B4, B5.

C. Practical and Professional Skills

- C1: Conduct an independent applied research project, including organisational investigation, data collection, analysis and interpretation (*PLO C4*).
- C2: Develop evidence-based strategic solutions or recommendations addressing complex organisational or managerial challenges (*PLO C5*).

Programme Learning Outcomes (PLOs) this maps against: C4, C5.

D. Key Transferable Skills

- D1: Communicate complex strategic, managerial and research findings effectively to academic and professional audiences (*PLO D4*).
- D2: Demonstrate autonomy, reflective practice and professional judgement in managing a substantial independent project (*PLO D5*).

Programme Learning Outcomes (PLOs) this maps against: D4, D5.

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	Submission Timing	Module Learning Outcomes Mapped
Management Investigation (Capstone Project) Report (8,000–10,000 words)	100%	End of programme	A5, A6, B4, B5, C4, C5, D4, D5

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

The Master of Business Administration (Artificial Intelligence Management) comprises a Stage 1 Postgraduate Diploma in Artificial Intelligence Management (PGDAIM) (120 credits) followed by a Stage 2 MBA research stage (60 credits).

The following tables indicate which study modules assume responsibility for delivering (shaded) and assessing (✓) the relevant programme learning outcomes.

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

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 2: MBA Research Stage (60 credits)

Study Module	Programme Learning Outcomes (PLOs)								Available as an individually registerable module?
	Knowledge & Understanding		Cognitive Skills		Practical & Professional Skills		Key Transferable Skills		
	A5	A6	B4	B5	C4	C5	D4	D5	
M08001: Research Proposal	✓	✓	✓	✓	✓	✓	✓	✓	Yes
M08002: Management Investigation (Capstone Project)	✓	✓	✓	✓	✓	✓	✓	✓	No