Master of Business Administration
(Business Analytics)

Abertay University (subject to validation)

2026-27

Programme Specification

CONTENTS

1. Awarding Body

Abertay University (subject to validation)

2. Award Title

Master of Business Administration (Business Analytics)

3. Exit Awards

Learners who successfully complete 60 credits may be awarded a Postgraduate Certificate (PGCert) in Business Analytics.

Learners who successfully complete 120 credits may be awarded a Postgraduate Diploma (PGDip) in Business Analytics.

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

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 (Business Analytics) is a two-stage postgraduate programme designed to develop advanced business, leadership and analytical capability within contemporary organisational environments.

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

Stage 1 develops advanced managerial and analytical capability through specialist taught modules focused on business analytics, data science, predictive analytics, machine learning applications, strategic management, leadership and financial decision-making. The programme enables learners to apply analytical tools and evidence-based approaches to support organisational performance, strategic planning and business innovation.

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 analytical roles across a wide range of industries and organisational contexts, 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 management and data–driven decision–making.

The programme also references the BCS (Chartered Institute for IT) Professional Standards and draws upon frameworks from the Alan Turing Institute and the UK Government Data Science Campus, ensuring that the programme reflects current best practice in business analytics, data governance, predictive analytics and responsible AI within contemporary organisational environments.

9. Programme Aims

The MBA aims to:

- Develop advanced knowledge and specialist expertise in business analytics, data-driven decision-making and strategic management within contemporary organisational environments
- Enable the effective application of data science, predictive analytics, machine learning and AI technologies in strategic and operational business decision-making
- Develop the ability to critically evaluate, interpret and communicate analytical insights to support innovation, organisational performance and ethical decision-making in complex business environments
- Strengthen analytical, strategic and research capabilities relevant to contemporary business and organisational challenges
- Develop independent research capability and evidence-based decision-making skills within business analytics and management contexts
- Prepare learners for progression into senior managerial, analytics and data strategy 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 key business analytics concepts, tools and frameworks relevant to contemporary organisational decision-making environments.
- **A2**: Demonstrate comprehensive understanding of data governance, AI ethics and responsible analytics frameworks in diverse business contexts.
- **A3**: Apply advanced knowledge of business analytics, data science and machine learning applications across key business functions to support strategic decision-making.
- **A4**: Assess the strategic impact of data, AI and digital transformation on organisational performance and business decision-making.

B. Cognitive Skills

- **B1**: Analyse and synthesise complex datasets and business information to identify strategic insights, issues and opportunities for organisational improvement.
- **B2**: Develop evidence-based and data-driven solutions to contemporary business challenges through critical reasoning, analytical modelling and problem-solving.
- **B3**: Critically evaluate the outputs of analytical models, including their assumptions, limitations and implications for strategic decision-making.

C. Practical and Professional Skills

- **C1**: Design and implement business analytics projects, applying appropriate analytical tools, data management techniques and performance metrics.
- **C2**: Apply business analytics tools and techniques, including data visualisation, predictive modelling and machine learning, to support strategic planning and decision-making.
- **C3**: Conduct applied business research and data analysis, including data collection, processing and interpretation, to support strategic analytics initiatives.

D. Key Transferable Skills

- **D1**: Communicate data insights and analytics findings effectively to a range of technical and non-technical stakeholders using appropriate visualisation and presentation formats.
- **D2**: Demonstrate leadership, teamwork and collaborative problem-solving skills in designing and delivering data-driven business solutions.
- **D3**: Apply reflective practice and self-direction to support continuing professional development in business analytics and emerging data technologies.

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 (Business Analytics) 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 Business Analytics, 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 business analytics and data-driven management disciplines, including strategic management, leadership and governance, data science, predictive analytics, machine learning applications and financial decision-making. The programme supports the development of analytical and strategic capabilities required to evaluate data, generate organisational insight and support evidence-based business decision-making.

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
M07005	Business Analytics	15
M07101	Data Science for Business	15
M07102	Predictive Analytics and Decision Making	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 Business Analytics.
- Learners who successfully complete 120 credits may be awarded a Postgraduate Diploma (PGDip) in Business Analytics.

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 (Business Analytics).

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 data-driven organisational environments. Where appropriate, learners will engage with real-world business analytics and data scenarios, enabling the application of analytical frameworks, data interpretation techniques and evidence-based decision-making approaches to contemporary organisational 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 (Business Analytics), 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 • 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 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.

Module Aims:

- 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.

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 strategic management theories, models and frameworks *(PLO A1, A3)*.
- A2: Critically analyse internal and external organisational environments and their impact on organisational performance and strategic decision-making *(PLO A2, A4).*

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

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

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 • 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 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.

Module Aims:

- 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.

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 strategic leadership theories and their relevance in organisational settings *(PLO A1, A3)*.
- A2: Demonstrate comprehensive understanding of corporate governance frameworks and their impact on organisational performance, accountability and stakeholder environments *(PLO A2, A4)*.

Programme Learning Outcome(s) this maps against: A1, A2, *A3,* A4.

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

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 • 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 • 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 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.

Module Aims:

- 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.

Pre-requisite modules or specified entry requirements:

None; however, prior exposure to basic finance or accounting principles is advantageous.

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 financial principles, tools and techniques used in organisational decision-making *(PLO A1, A2)*.
- A2: Evaluate the strategic role of financial information in organisational strategy and business decision-making *(PLO A3, A4)*.

Programme Learning Outcome(s) this maps against: A1, A2, A3, A4.

Learning and teaching strategy: Lectures, problem-based learning, financial modelling tasks.

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	Business Analytics		
Module Code	M07005	**Level**	7
Module Type	Taught	**Credits**	15
Notional Learning Hours	150 total hours • 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:

Business Analytics equips learners with the ability to interpret, analyse and leverage data to support informed strategic and operational decision-making in complex organisational contexts. The module develops critical capabilities in data analysis, quantitative reasoning and the application of analytical tools to generate actionable insights. It enables learners to evaluate trends, assess organisational performance and underpin evidence-based decision-making, while fostering a data-driven mindset essential for modern business environments shaped by digital transformation, big data and advanced analytics.

Module Aims:

- To introduce tools and frameworks for analysing business data.
- To explore predictive, descriptive and prescriptive analytics for decision support.
- To apply data visualisation and interpretation techniques in a strategic context.

Pre-requisite modules or specified entry requirements:

None; but learners should be comfortable with basic numeracy and IT 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 core concepts, tools and techniques in business analytics *(PLO A1, A2)*.
- A2: Evaluate the strategic impact of data analysis on business decisions *(PLO A3, A4)*.

Programme Learning Outcome(s) this maps against: A1, A2, A3, A4.

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

B. Cognitive Skills

- B1: Critically analyse datasets to generate meaningful insights using appropriate analytical techniques *(PLO B1, B2)*.
- B2: Critically assess the strengths and limitations of various analytics models *(PLO B3)*.

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

Learning and teaching strategy: Practical exercises, scenario-based learning.

C. Practical and Professional Skills

- C1: Apply business analytics tools (e.g., Excel, Power BI, Tableau) to analyse and interpret organisational data *(PLO C2)*.
- C2: Present and critically interpret data-driven insights derived from structured data analysis to support strategic and operational decision-making *(PLO C3)*.

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

Learning and teaching strategy: Software demonstrations, projects, problem-solving.

D. Key Transferable Skills

- D1: Interpret data and communicate insights clearly to diverse audiences *(PLO D1)*.
- D2: Collaborate effectively in teams to solve data-driven business challenges *(PLO D2)*.

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

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

Indicative Content:

- Introduction to business analytics and decision science
- Types of analytics: descriptive, predictive, prescriptive
- Data sourcing and preparation for business analytics
- Visualisation tools and dashboard design
- Regression, forecasting, clustering and trend analysis
- Business Intelligence tools (e.g., Excel, Power BI, Tableau)
- Data storytelling and presentation
- Ethical issues and data governance
- Application of analytics in strategic and operational decision-making contexts
- Application of analytics within business research and evidence-based decision-making

Assessment Strategy:

Learners are assessed based on their ability to apply analytical tools, critically evaluate findings and communicate data-driven insights in a business context.

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

Key Reading List:

Author	Year	Title	Publisher
Evans, J.R.	2017	Business Analytics: Methods, Models and Decisions (3rd ed.)	Pearson
Provost, F. & Fawcett, T.	2013	Data Science for Business	O'Reilly Media
Marr, B.	2021	Data Strategy: How to Profit from a World of Big Data	Kogan Page

Other indicative text (e.g., websites)

- www.data.gov.uk
- www.kdnuggets.com
- Microsoft Power BI Community
- Tableau Public Resources

Module Title	Data Science for Business		
Module No	M07101	**Level**	7
Module Type	Taught	**Credits**	15
Notional Learning Hours	150 total hours • 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' ability to apply data science techniques to real business problems. It focuses on the full data science lifecycle—from problem framing and data acquisition to modelling, evaluation and communication of results—with a consistent emphasis on business value and actionable insight. The module equips learners with practical data handling, analytical and communication skills required to translate complex data into meaningful business decisions in dynamic organisational contexts.

Module Aims:

- To develop learners' ability to apply the data science lifecycle to structured and unstructured business data.
- To explore data wrangling, exploratory data analysis and statistical foundations relevant to business analytics.
- To enable learners to communicate data science findings effectively and translate analytical outputs into actionable business recommendations.

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 data science methodologies, tools and their application across business and organisational contexts *(PLO A1, A2)*
- A2: Demonstrate critical understanding of statistical foundations, data quality principles and ethical considerations in business data science *(PLO A3)*.

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

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

B. Cognitive Skills

- B1: Critically analyse business datasets using exploratory data analysis and statistical techniques to generate meaningful insights *(PLO B1, B2)*.
- B2: Evaluate data science approaches and model outputs in terms of their business relevance, accuracy and limitations *(PLO B3)*.

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

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

C. Practical and Professional Skills

- C1: Apply data science tools and analytical pipelines to clean, analyse and model business data *(PLO C1, C2)*.
- C2: Develop and present data-driven business solutions, communicating complex analytical findings clearly to non-technical audiences *(PLO C2)*.

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

Learning and teaching strategy: Practical projects, data challenge exercises, presentations.

D. Key Transferable Skills

- D1: Communicate data science insights effectively through visualisations, dashboards and written reports to diverse stakeholders *(PLO D1)*.
- D2: Demonstrate collaborative problem-solving and project management skills in delivering data science projects *(PLO D2)*.

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

Learning and teaching strategy: Group projects, data storytelling exercises, reflective tasks.

Indicative Content:

- The data science lifecycle — problem framing, data collection, analysis, modelling, deployment
- Data wrangling and preparation — cleaning, transformation and feature engineering
- Exploratory data analysis (EDA) and statistical foundations
- Data visualisation — principles, tools and business storytelling
- Data science tools (e.g. Python, R) for business applications
- Structured and unstructured data sources
- Database fundamentals and SQL for business analysts
- Communicating data science findings to business audiences
- Introduction to big data concepts and cloud analytics platforms
- Data ethics, privacy regulations (e.g., GDPR) and responsible data use
- Translating business problems into data-driven analytical questions

Assessment Strategy:

To pass this module, learners must demonstrate the ability to apply the data science lifecycle to a real business problem, producing technically sound and business-relevant analytical outputs with clear communication of insights.

Assessment Task	Weighting	Submission Timing	Grading	Module Learning Outcomes Mapped
Data Science for Business Project Report (2,500 words)	70%	Mid-module	%	A1, A2, B1, B2, C1, D1
Data Analysis Presentation + Commentary (1,500 words)	30%	End of module	%	B2, C2, D2

Key Reading List:

Author	Year	Title	Publisher
Provost, F. & Fawcett, T.	2013	Data Science for Business	O'Reilly Media
McKinney, W.	2022	Python for Data Analysis (3rd ed.)	O'Reilly Media
Tufte, E.R.	2001	The Visual Display of Quantitative Information (2nd ed.)	Graphics Press
Bruce, P. et al.	2020	Practical Statistics for Data Scientists (2nd ed.)	O'Reilly Media

Other indicative text (e.g., websites)

- Towards Data Science (towardsdatascience.com)
- DataCamp (www.datacamp.com)
- Kaggle (www.kaggle.com)
- UK Government Data Science Campus (datasciencecampus.ons.gov.uk)

Module Title	Predictive Analytics and Decision Making		
Module No	M07102	**Level**	7
Module Type	Taught	**Credits**	15
Notional Learning Hours	150 total hours • 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' ability to apply predictive analytics techniques to support evidence-based business decision-making. It focuses on statistical modelling, forecasting methods and predictive techniques used to analyse historical data and generate forward-looking insights. Learners will develop the ability to translate data patterns into actionable predictions that support operational and strategic decision-making in uncertain business environments.

Module Aims:

- To develop a critical understanding of predictive analytics techniques and their application in business decision-making.
- To explore statistical forecasting methods and predictive modelling approaches used in organisational contexts.
- To enable learners to evaluate and interpret predictive outputs and translate them into actionable business insights.

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 predictive and prescriptive analytics frameworks, techniques and their application to complex business decision-making problems *(PLO A1, A3)*.
- A2: Demonstrate understanding of the statistical and computational foundations underpinning predictive modelling and their implications for business interpretation *(PLO A4)*.

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

Learning and teaching strategy: Lectures, modelling workshops, case studies, data labs.

B. Cognitive Skills

- B1: Critically analyse business datasets to select, build and evaluate appropriate predictive models for specific decision contexts *(PLO B1, B2)*.
- B2: Evaluate predictive model performance, business assumptions and limitations using evidence-based reasoning *(PLO B3)*.

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

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

C. Practical and Professional Skills

- C1: Apply predictive analytics tools to build, validate and tune models for business forecasting and decision support *(PLO C1)*.
- C2: Develop prescriptive analytics solutions and scenario models to support strategic and operational decision-making in complex business environments *(PLO C2)*.

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

Learning and teaching strategy: Practical modelling projects, simulations, applied workshops.

D. Key Transferable Skills

- D1: Communicate predictive analytics findings and probabilistic insights effectively to non-technical business stakeholders *(PLO D1, D2)*.
- D2: Demonstrate collaborative problem-solving, analytical leadership and reflective practice in delivering predictive analytics projects in business contexts *(PLO D3)*.

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

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

Indicative Content:

- Regression analysis — linear, multiple, logistic regression for business prediction
- Time series analysis and forecasting — ARIMA, exponential smoothing, seasonal decomposition
- Decision trees and ensemble methods — random forests, gradient boosting
- Model selection, validation and performance metrics (RMSE, AUC, precision, recall)
- Prescriptive analytics — optimisation, simulation and scenario modelling
- Communicating probabilistic outputs and uncertainty to business decision-makers
- Predictive analytics in finance, marketing, supply chain and HR
- Data preparation and feature selection for predictive modelling
- Explainable AI (XAI) and model interpretability for business use cases
- Ethical and governance considerations in predictive decision-making
- Building a business case for analytics investment using ROI and value frameworks

Assessment Strategy:

To pass this module, learners must demonstrate the ability to apply predictive analytics techniques to business datasets and interpret model outputs to support evidence-based decision-making.

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

Key Reading List:

Author	Year	Title	Publisher
Evans, J.R.	2017	Business Analytics: Methods, Models and Decisions (3rd ed.)	Pearson
Montgomery, D. et al.	2021	Introduction to Linear Regression Analysis (6th ed.)	Wiley
Shmueli, G. et al.	2023	Data Mining for Business Analytics	Wiley
James, G. et al.	2021	An Introduction to Statistical Learning (2nd ed.)	Springer

Other indicative text (e.g., websites)

- IBM Analytics Insights (www.ibm.com/analytics)
- SAS Insights (www.sas.com/insights)
- Harvard Business Review (Analytics section)
- KDnuggets (www.kdnuggets.com)

Module Title	Machine Learning Applications		
Module No	M07105	**Level**	7
Module Type	Taught	**Credits**	15
Notional Learning Hours	150 total hours • 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 • Lectures/seminars/workshops: 30 hours • Independent reading: 80 hours • Assessment preparation: 60 hours • Online activities/discussion: 30 hours		

Rationale for the module and its links with other modules:

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).

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.

Module Aims:

- 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

Pre-requisite modules or specified entry requirements:

Successful completion of 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 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 • 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:

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.

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.

Module Aims:

- 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 (Business Analytics) comprises a Stage 1 Postgraduate Diploma in Business Analytics (PGDBA) (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 Business Analytics (PGDBA)

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 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