

**Master of Business Administration
(Global Business 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 (Global Business Management)

3. Exit Awards

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

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

Learners who successfully complete 180 credits may be awarded the Master of Business Administration (Global Business 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 (Global Business Management) is a two-stage postgraduate programme designed to develop advanced business, leadership and global management capability within contemporary international organisational environments.

The programme integrates advanced taught learning with supervised research and applied investigation, enabling learners to develop strategic thinking, analytical capability, cross-cultural awareness and professional skills relevant to global business contexts.

Stage 1 develops advanced managerial and international business capability through specialist taught modules focused on global strategy, international trade, multinational management, global marketing, sustainability and cross-cultural business practice. The programme equips learners with the analytical capability and practical skills required to formulate, implement and evaluate business strategies across diverse international contexts.

Stage 2 focuses on independent research, advanced investigation and applied problem-solving through a Research Proposal module and a substantial Management Investigation (Capstone Project).

The programme supports progression into senior professional, managerial and leadership roles within multinational organisations, international enterprises and globally operating business environments, 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 global business management and international leadership.

The programme also references the Chartered Institute of Personnel and Development (CIPD) Professional Map in the development of global human resource management content and the Chartered Institute of Marketing (CIM) Professional Standards in the design of international marketing management provision.

The programme also draws upon World Trade Organisation (WTO) frameworks, OECD Guidelines for Multinational Enterprises and the United Nations Sustainable Development Goals (SDGs), reflecting its commitment to responsible, sustainable and ethical global business practice within contemporary international organisational environments.

9. Programme Aims

The MBA aims to:

- Develop critical understanding of global business strategy, international markets and the forces shaping contemporary global business environments
- Enable the application of leadership, governance and cross-cultural management practices in international organisational decision-making
- Develop the ability to critically evaluate, innovate and lead ethically across diverse cultural, regulatory and geopolitical environments
- Equip learners with advanced knowledge and skills in global business functions including international marketing, global human resource management and international trade
- Strengthen strategic, analytical and research capabilities relevant to complex international business and organisational challenges
- Develop independent research capability and evidence-based decision-making skills within global business management contexts
- Prepare learners for progression into senior international management, leadership and strategic 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 global business strategy theories, models and frameworks relevant to complex international business environments.
- **A2:** Demonstrate a comprehensive understanding of cross-cultural leadership principles, international corporate governance and ethical frameworks in diverse global business contexts.
- **A3:** Apply advanced knowledge of international business functions, including global marketing, international HRM, international trade and financial management, to formulate and implement global business strategies.
- **A4:** Assess the impact of external and internal environments, including geopolitical, economic, cultural and regulatory factors, on global strategic decision-making processes.

B. Cognitive Skills

- **B1:** Analyse and synthesise complex information from diverse international sources to identify strategic issues and opportunities for organisational improvement.
- **B2:** Develop evidence-based and innovative solutions to contemporary global business challenges through critical reasoning and problem-solving.
- **B3:** Evaluate and integrate quantitative and qualitative data from international business environments to inform strategic business decisions.

C. Practical and Professional Skills

- **C1:** Design and manage global business strategies and projects, applying appropriate frameworks, tools and performance metrics in international contexts.
- **C2:** Interpret financial and non-financial information to support global strategic planning, resource allocation and international investment decisions.
- **C3:** Conduct applied international business research, including literature review, data collection and analysis to support global strategic initiatives.

D. Key Transferable Skills

- **D1:** Communicate effectively with a wide range of internal and external international stakeholders using appropriate media, formats and culturally sensitive approaches.
- **D2:** Demonstrate cross-cultural leadership, teamwork and negotiation skills in solving real-world international business problems.
- **D3:** Apply reflective practice and self-direction to manage professional development and lifelong learning in the context of global business management.

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 (Global Business 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 Global Business Management, which develops advanced international business knowledge, strategic awareness, leadership capability, analytical competence and applied managerial skills relevant to contemporary global organisational environments.

The taught stage enables learners to critically engage with global business and international management disciplines, including strategic management, leadership and governance, international trade, global business strategy, cross-cultural management, international marketing and global human resource management.

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 |
| M07010 | Global Business Strategy and Sustainability | 15 |
| M07011 | Global Human Resource Management | 15 |
| M07014 | International Marketing Management | 15 |
| M07015 | International Trade and Business Environment | 15 |
| | Total Credits | 120 |

Exit Awards

- Learners who successfully complete 60 credits may be awarded a Postgraduate Certificate (PGCert) in Global Business Management.
- Learners who successfully complete 120 credits may be awarded a Postgraduate Diploma (PGDip) in Global Business 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 (Global Business 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 international business environments. Where appropriate, learners will engage with real-world global business scenarios, enabling the application of strategic frameworks and evidence-based decision-making approaches to contemporary international business challenges across diverse cultural, regulatory and geopolitical contexts.

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 (Global Business 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 | Global Business Strategy and Sustainability | | |
| Module Code | M07010 | 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 global strategic management and the integration of sustainability into organisational decision-making. It equips learners with the ability to analyse international business environments and formulate strategies that support long-term performance, responsible business practices and sustainable growth. The module emphasises the application of strategic frameworks to address global complexity, environmental and social challenges and organisational adaptation in dynamic and evolving contexts.

Module Aims:

- To develop critical understanding of global strategic management and international business environments.
- To explore the principles of sustainability and responsible business in strategic decision-making.
- To enable learners to formulate and evaluate global and sustainable strategies in complex organisational contexts.

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 global strategic management theories, frameworks and models in international business contexts (*PLO A2*).
- A2: Analyse the role of sustainability, ethics and governance in shaping global business strategies and organisational performance (*PLO A4*).

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

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

B. Cognitive Skills

- B1: Critically analyse global business environments to identify strategic opportunities and challenges (*PLO B1, B2*).
- B2: Evaluate global strategic options and sustainability initiatives using evidence-based reasoning (*PLO B2, B3*).

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

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

C. Practical and Professional Skills

- C1: Develop and justify global and sustainable strategies aligned with organisational objectives and international market conditions (*PLO C1, C2*).
- C2: Apply strategic tools and frameworks to assess global expansion, sustainability performance and organisational impact (*PLO C2*).

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

Learning and teaching strategy: Case studies, simulations, applied projects.

D. Key Transferable Skills

- D1: Communicate global strategic and sustainability insights effectively to diverse stakeholders (*PLO D1*).
- D2: Demonstrate leadership, collaboration and cultural awareness in global and sustainability-focused contexts (*PLO D2*).

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

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

Indicative Content:

- Globalisation and international business strategy
- Global market entry strategies (exporting, licensing, FDI, joint ventures)
- Cross-cultural management and international leadership
- Global competitive advantage and industry analysis
- Sustainability and corporate social responsibility (CSR)
- Environmental, Social and Governance (ESG) frameworks
- Sustainable business models and circular economy
- Ethical decision-making in global contexts
- Global supply chains and sustainability challenges
- Risk management in international markets
- Impact of geopolitical, economic and regulatory environments
- Measuring and reporting sustainability performance

Assessment Strategy:

To pass this module, learners must demonstrate the ability to critically evaluate global and sustainable business strategies and apply relevant frameworks to real organisational contexts, including the development of strategic recommendations.

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

Key Reading List:

| Author | Year | Title | Publisher |
|------------------------|-------------|--|------------------|
| Hill, C. et al. | 2020 | International Business | Cengage Learning |
| Peng, M. | 2021 | Global Strategy | Cengage Learning |
| Johnson, G. et al. | 2023 | Exploring Strategy (Sustainability chapters) | Pearson |
| Schaltegger, S. et al. | 2018 | Business Cases for Sustainability | Routledge |

Other indicative text (e.g., websites)

- Harvard Business Review (Global Strategy & Sustainability sections)
- www.oecd.org
- www.weforum.org
- www.mckinsey.com (Sustainability insights)

| | | | |
|--------------------------------|--|----------------|----|
| Module Title | Global Human Resource Management | | |
| Module No | M07011 | 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 the strategic role of human resource management in international and multicultural organisational contexts. It focuses on aligning global people management practices with organisational objectives to enhance performance, workforce capability and competitiveness across diverse environments. The module also explores the challenges of managing employees across different cultural, legal and institutional settings, enabling learners to design and evaluate HR strategies that support effective and sustainable global workforce management.

Module Aims:

- To develop a critical understanding of global human resource management theories, frameworks and practices in international organisational contexts.
- To explore the challenges and opportunities of managing people across diverse cultural, legal and institutional environments.
- To enable learners to design, implement and evaluate global HR strategies that support international organisational performance and sustainable people management practices.

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 global human resource management theories, models and frameworks in the context of international and multinational organisations (*PLO A1, A2*).
- A2: Analyse the impact of cultural, legal, institutional and geopolitical factors on global HR strategies, workforce management and international employment practices (*PLO A3, A4*)

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

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

B. Cognitive Skills

- B1: Critically analyse global workforce challenges and identify strategic HR solutions appropriate to diverse international organisational contexts (*PLO B1, B2*).
- B2: Evaluate global HR strategies and international people management practices using evidence-based reasoning to support organisational effectiveness across international markets (*PLO B3*).

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

Learning and teaching strategy: Case analysis, applied tasks, group discussions.

C. Practical and Professional Skills

- C1: Design and justify global HR strategies and workforce plans aligned with international organisational objectives and diverse cultural and legal environments (*PLO C1*).
- C2: Apply global HR analytics, international workforce planning tools and cross-cultural performance management frameworks to support strategic decision-making in multinational organisations (*PLO C2*).

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

Learning and teaching strategy: Workshops, simulations, applied projects.

D. Key Transferable Skills

- D1: Communicate global HR strategies and international workforce insights effectively to diverse organisational stakeholders across cultural and institutional boundaries (*PLO D1*).
- D2: Demonstrate cross-cultural leadership, teamwork and problem-solving skills in managing people and organisational challenges across international business environments (*PLO D3*).

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

Learning and teaching strategy: Group work, presentations, applied activities.

Indicative Content:

- Theories and frameworks of global human resource management
- International HRM versus domestic HRM — key differences and challenges
- Cultural dimensions and their impact on HRM practices (e.g. Hofstede, Trompenaars)
- Managing expatriates — selection, preparation, performance and repatriation
- Global talent management and international workforce planning
- Cross-cultural leadership and management styles
- International employment law and labour standards (e.g. ILO conventions, UN Global Compact)
- Diversity, inclusion and equal opportunities in global organisations
- Global performance management and reward systems
- HRM in emerging markets and developing economies
- Global HR analytics and data-driven international workforce decision-making

Assessment Strategy:

To pass this module, learners must demonstrate the ability to critically evaluate HR strategies and apply global HRM concepts to diverse international organisational contexts, including the development of evidence-based HR solutions.

| Assessment Task | Weighting | Submission Timing | Grading | Module Learning Outcomes Mapped |
|---|------------------|--------------------------|----------------|--|
| Global HRM Strategy Report (2,500 words) | 70% | Mid-module | % | A1, A2, B1, B2, C1, D1, D2 |
| International Workforce Management Case Study + Recommendations (1,500 words) | 30% | End of module | % | B2, C2, D2 |

Key Reading List:

| Author | Year | Title | Publisher |
|----------------------------|-------------|---|------------------|
| Armstrong, M. | 2023 | Armstrong's Handbook of Strategic Human Resource Management | Kogan Page |
| Brewster, C. et al. (2016) | 2016 | International Human Resource Management | Kogan Page |
| Dowling, P. et al. (2023) | 2023 | International Human Resource Management (5th ed.) | Cengage Learning |
| Sparrow, P. et al. | 2016 | Globalizing Human Resource Management (2nd ed.) | Routledge |

Other indicative text (e.g., websites)

- www.cipd.co.uk
- Harvard Business Review (HR section)
- www.mckinsey.com (People & Organisation insights)
- www.peoplemanagement.co.uk

| | | | |
|--------------------------------|--|----------------|----|
| Module Title | International Marketing Management | | |
| Module No | M07014 | 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 examines marketing management from an international perspective, focusing on how organisations enter, compete and grow in global markets. It develops critical capabilities in international market analysis, global customer insight and the design and execution of international marketing strategies. The module emphasises the application of contemporary marketing frameworks and digital tools to support effective international market entry, brand positioning and customer engagement across diverse cultural and competitive environments.

Module Aims:

- To explore international marketing theories, frameworks and management practices in global and digital contexts.
- To assess how international marketing strategies align with global business objectives and stakeholder value.
- To develop applied skills in international market analysis, segmentation, positioning and marketing performance evaluation.

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 international marketing theories, strategies and management frameworks (*PLO A1, A2*).
- A2: Critically evaluate the role of international marketing in driving global customer value, market entry and competitive positioning (*PLO A3, A4*).

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

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

B. Cognitive Skills

- B1: Develop and critique integrated international marketing plans in complex global business environments (*PLO B1, B2*).
- B2: Critically evaluate international market trends and customer data to inform global marketing management decisions (*PLO B2, B3*).

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

Learning and teaching strategy: Applied analysis of global brand cases and international campaign data.

C. Practical and Professional Skills

- C1: Create and justify an international marketing strategy based on global customer insight and competitive positioning (*PLO C1*).
- C2: Apply digital tools and marketing analytics for international campaign planning, implementation and performance evaluation (*PLO C3*).

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

Learning and teaching strategy: International marketing plan development, peer review, digital workshops.

D. Key Transferable Skills

- D1: Communicate international marketing strategies and insights persuasively to diverse global audiences (*PLO D1*).
- D2: Apply creative thinking and effective teamwork in solving complex international marketing management challenges (*PLO D2*).

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

Learning and teaching strategy: Group work, international pitching exercises, reflective tasks.

Indicative Content:

- International marketing planning and the global STP process (Segmentation, Targeting, Positioning)
- International market entry strategies and modes of entry
- Standardisation versus adaptation in international marketing
- Cross-cultural consumer behaviour and international customer insight
- Global branding, brand equity and international brand management
- International pricing strategies and considerations
- Global distribution channels and international logistics
- International integrated marketing communications (IMC)
- Digital marketing in global markets: tools, platforms and analytics
- Marketing performance metrics in international contexts (e.g., ROI, CAC, CLV)
- Ethical, regulatory and cultural considerations in international marketing
- Emerging trends in international marketing: AI, sustainability and customer experience

Assessment Strategy:

To pass this module, learners must demonstrate the ability to develop, apply and critically evaluate an international marketing management strategy in a global business context.

| Assessment Task | Weighting | Submission Timing | Grading | Module Learning Outcomes Mapped |
|---|------------------|--------------------------|----------------|--|
| International Marketing Strategy Report (2,500 words) | 70% | Mid-module | % | A1, A2, B1, B2, C1, D1 |
| Global Marketing Insight (1,500 words) | 30% | End of module | % | B2, C2, D2 |

Key Reading List:

| Author | Year | Title | Publisher |
|----------------------------------|-------------|--|------------------|
| Kotler, P. & Keller, K.L. | 2022 | Marketing Management (16th ed.) | Pearson |
| Hollensen, S | 2020 | Global Marketing (8th ed.) | Pearson |
| Doole, I. & Lowe, R. | 2019 | International Marketing Strategy (7th ed.) | Cengage Learning |
| Chaffey, D. & Ellis-Chadwick, F. | 2022 | Digital Marketing (8th ed.) | Pearson |

Other indicative text (e.g., websites)

- Harvard Business Review (Marketing section)
- www.mckinsey.com (Marketing & Sales insights)
- www.marketingweek.com
- www.cim.co.uk (Chartered Institute of Marketing)

| | | | |
|--|--|----------------|----|
| Module Title | International Trade and Business Environment | | |
| Module No | M07015 | 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 equips learners with a critical understanding of international trade theory, global economic environments and the political, legal and regulatory frameworks that shape international business operations. It enables learners to evaluate opportunities and risks within international markets and supports other programme modules by providing the foundations underpinning global strategy, international finance and cross-border business decision-making.</p> | | | |
| <p>Module Aims:</p> <ul style="list-style-type: none"> • To develop a critical understanding of international trade theories, frameworks and the global business environment in which multinational organisations operate. • To explore the role of trade policies, international economic institutions and regulatory frameworks in shaping global business strategy. • To enable learners to assess the impact of the international business environment on organisational performance and strategic decision-making. | | | |
| <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 international trade theories and global business environment frameworks in the context of contemporary international business (<i>PLO A1, A2</i>). • A2: Analyse the role of international economic institutions, trade agreements and geopolitical factors in shaping global business strategies and organisational performance (<i>PLO A3, A4</i>). <p>Programme Learning Outcomes (PLOs) this maps against: A1, A2, A3, A4.</p> <p>Learning and teaching strategy: Lectures, readings, international trade case studies, online discussions.</p> | | | |

B. Cognitive Skills

- B1: Critically analyse global business environments to identify strategic trade opportunities and challenges for international organisations (*PLO B1, B2*).
- B2: Critically evaluate the implications of trade policies, currency dynamics and regulatory developments on global organisational strategy (*PLO B2, B3*).

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

Learning and teaching strategy: Case analysis, global economic scenario exercises, applied workshops.

C. Practical and Professional Skills

- C1: Apply international trade and business environment frameworks to develop and justify global business strategies (*PLO C1, C2*).
- C2: Interpret and utilise international economic and trade data to support evidence-based strategic decision-making (*PLO C2*).

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

Learning and teaching strategy: Data interpretation tasks, applied projects, strategy development exercises.

D. Key Transferable Skills

- D1: Communicate international trade and business environment insights clearly to professional and academic audiences (*PLO D1*).
- D2: Work collaboratively to analyse and address complex global trade and business environment challenges (*PLO D2*).

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

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

Indicative Content:

- Classical and modern theories of international trade (Comparative Advantage, Heckscher-Ohlin, New Trade Theory)
- Foreign direct investment (FDI): theories, determinants and trends
- Trade policy instruments: tariffs, quotas, subsidies and non-tariff barriers
- International economic institutions: WTO, IMF, World Bank, OECD
- Regional trade agreements and economic blocs (e.g., EU, USMCA, ASEAN, AfCFTA)
- Balance of payments, exchange rates and international monetary systems
- Macroeconomic indicators and their impact on global business decisions
- Political, legal and regulatory environments in international business
- Emerging markets: opportunities, risks and entry strategies
- Geopolitical risk, sanctions and global supply chain disruption
- Sustainability and ethical considerations in international trade
- Digital trade and the growing global e-commerce environment

Assessment Strategy:

To pass this module, learners must demonstrate the ability to critically evaluate international trade theories and the global business environment, and apply relevant frameworks to support evidence-based international business strategy decisions.

| Assessment Task | Weighting | Week Submitted | Grading | Module Learning Outcomes Mapped |
|--|------------------|-----------------------|----------------|--|
| International Trade and Business Environment Analysis Report (2,500 words) | 70% | Week 8 | % | A1, A2, B1, B2, C1, D1 |
| Global Business Environment Case Study (1,500 words) | 30% | Week 11 | % | B2, C2, D2 |

Key Reading List:

| Author | Year | Title | Publisher |
|----------------------------|-------------|--|------------------|
| Daniels, J. et al. | 2021 | International Business: Environments and Operations (17th ed.) | Pearson |
| Hill, C. et al. | 2020 | International Business: Competing in the Global Marketplace | McGraw-Hill |
| Krugman, P. et al. | 2022 | International Economics: Theory and Policy (12th ed.) | Pearson |
| Rugman, A. & Collinson, S. | 2012 | International Business (6th ed.) | Pearson |

Other indicative text (e.g., websites)

- www.wto.org (World Trade Organisation)
- www.worldbank.org
- www.oecd.org
- <https://unctad.org> (UN Conference on Trade and Development)

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 (Global Business Management) comprises a Stage 1 Postgraduate Diploma in Global Business Management (PGDGBM) (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 Global Business Management (PGDGBM)

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

Stage 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 |