

**Master of Business Administration
(Human Resource 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 (Human Resource Management)

3. Exit Awards

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

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

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

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

Stage 1 develops advanced managerial, organisational and human resource management capability through specialist taught modules focused on strategic HRM, organisational behaviour, workforce development, leadership, employment relations, and contemporary people management practice. The programme equips learners with the analytical capability and practical skills required to design, implement and evaluate strategic HR solutions across diverse organisational environments.

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 human resource management, organisational development, people leadership and managerial 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, supporting academic rigour and alignment with contemporary professional standards in business management, leadership and organisational practice.

The programme further references the Chartered Institute of Personnel and Development (CIPD) Professional Map in the development of strategic human resource management, organisational behaviour, workforce development and people management content, ensuring that specialist modules reflect current professional expectations, contemporary HR practice and the knowledge, behaviours and values expected of HR professionals operating at senior and strategic levels.

9. Programme Aims

The MBA aims to:

- Develop advanced knowledge and specialist expertise in human resource management, organisational leadership and workforce development
- Enhance analytical, strategic and research capabilities relevant to contemporary organisational and people management environments
- Develop the ability to critically evaluate and apply strategic human resource management, organisational behaviour and leadership theories, concepts and frameworks
- Strengthen professional competence in managing organisational performance, employee engagement, talent development and workforce challenges across diverse organisational environments
- Develop independent research capability and evidence-based decision-making skills relevant to human resource management and organisational strategy
- Prepare learners for professional advancement, HR leadership and further academic progression within contemporary global organisational environments

10. Programme Learning Outcomes

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

A. Knowledge and Understanding

- **A1:** Critically evaluate strategic human resource management theories, models and frameworks relevant to complex domestic and international organisational environments.
- **A2:** Demonstrate a comprehensive understanding of organisational behaviour principles, HR governance and ethical frameworks in diverse organisational contexts.
- **A3:** Apply advanced knowledge of HR functions, including strategic HRM, global HRM, organisational behaviour and employment relations, to formulate and implement people management strategies.
- **A4:** Assess the impact of external and internal environments, including labour market dynamics, regulatory frameworks and cultural factors, on HR strategic decision-making.

B. Cognitive Skills

- **B1:** Analyse and synthesise complex HR and organisational information to identify workforce challenges and opportunities for strategic people management improvement.
- **B2:** Develop evidence-based and innovative solutions to contemporary HR and people management challenges through critical reasoning and applied HR practice.
- **B3:** Evaluate and integrate quantitative and qualitative HR data, including workforce analytics, to inform strategic people management decisions.

C. Practical and Professional Skills

- **C1:** Design and implement strategic HR plans and workforce strategies, applying appropriate HR frameworks, tools and performance metrics.
- **C2:** Interpret HR analytics, workforce data and financial information to support strategic HR planning and resource allocation.
- **C3:** Conduct applied HR research, including literature review, data collection and analysis, to support strategic people management initiatives.

D. Key Transferable Skills

- **D1:** Communicate effectively with a wide range of internal and external HR and organisational stakeholders using appropriate media and formats.
- **D2:** Demonstrate HR leadership, teamwork and negotiation skills in solving real-world people management and employment relations challenges.
- **D3:** Apply reflective practice and self-direction to manage continuing professional development and lifelong learning in HR practice.

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 (Human Resource 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 Human Resource Management, which develops advanced strategic human resource management knowledge, organisational awareness, leadership capability, analytical competence and applied people management skills relevant to contemporary organisational environments.

The taught stage enables learners to critically engage with strategic human resource management and organisational disciplines, including strategic management, leadership and governance, organisational behaviour, workforce strategy, global human resource management, employment relations and contemporary people management practice.

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
M07007	Organisational Behaviour and Human Resources	15
M07009	Strategic Human Resource Management	15
M07011	Global Human Resource Management	15
M07016	Employment Law and Employee Relations	15
	Total Credits	120

Exit Awards

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

12. Teaching and Learning Strategy

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

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

Teaching and learning activities support both theoretical understanding and practical application within contemporary organisational environments. Where appropriate, learners will engage with real-world human resource management scenarios, enabling the application of strategic HR frameworks and evidence-based decision-making approaches to contemporary people management challenges across diverse organisational and cultural 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 (Human Resource 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	Organisational Behaviour and Human Resources		
Module Code	M07007	Level	7
Module Type	Taught	Credits	15
Notional Learning Hours	150 total hours <ul style="list-style-type: none"> • Lectures/seminars: 25 hours • Independent reading: 50 hours • Assessment preparation: 45 hours • Online activities/discussion: 30 hours 		

Rationale for the module and its links with other modules:

This module provides learners with a comprehensive understanding of individual, group and organisational behaviour, alongside core human resource management principles and practices. It develops critical capabilities in analysing human behaviour in organisational contexts, managing people effectively and enhancing organisational performance. The module emphasises the application of behavioural theories and HR practices to address real-world challenges, including motivation, leadership, culture, employee relations and workforce development. It enables learners to critically evaluate and respond to complex people management issues, fostering the skills required to lead, manage and sustain high-performing and inclusive organisations in dynamic and diverse environments.

Module Aims:

- To develop critical understanding of organisational behaviour theories and their application in the workplace.
- To explore key human resource management practices that support organisational effectiveness.
- To enhance learners' ability to manage people, teams and organisational dynamics effectively.

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 key theories and concepts of organisational behaviour in contemporary business contexts (*PLO A1, A2*).
- A2: Critically analyse organisational structures, people management practices and their impact on employee performance and organisational effectiveness (*PLO A2, A3*).

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

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

B. Cognitive Skills

- B1: Analyse individual and group behaviour to identify challenges and opportunities for improving organisational performance (*PLO B1, B2*).
- B2: Evaluate human resource practices and propose evidence-based solutions to organisational issues (*PLO B2, B3*).

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

Learning and teaching strategy: Case analysis, group activities, comparative research.

C. Practical and Professional Skills

- C1: Apply organisational behaviour and HRM principles to manage teams and workplace dynamics effectively (*PLO C1, C2*).
- C2: Develop HR-related solutions using organisational data, HR metrics and performance indicators to enhance employee engagement and organisational outcomes (*PLO C2*).

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

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

D. Key Transferable Skills

- D1: Communicate organisational and HR-related insights effectively to a range of professional audiences (*PLO D1, D2*).
- D2: Demonstrate effective teamwork, interpersonal and problem-solving skills in organisational contexts and reflect on personal effectiveness (*PLO D2, D3*).

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

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

Indicative Content:

- Foundations of organisational behaviour
- Individual behaviour: personality, perception, motivation
- Group dynamics and team effectiveness
- Leadership and organisational culture
- Organisational structure and design
- Human resource management functions (recruitment, selection, training, performance management)
- Employee engagement and motivation strategies
- Managing diversity and inclusion in the workplace
- Conflict management and organisational communication
- Impact of organisational environment on workforce performance and behaviour
- Use of HR analytics and workforce data in decision-making
- Employee performance metrics, KPIs and data-driven HRM
- Evidence-based HR practices and decision-making

Assessment Strategy:

To pass this module, learners must demonstrate the ability to apply organisational behaviour and HRM theories, analyse workplace challenges and develop practical solutions to improve organisational performance.

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

Key Reading List:

Author	Year	Title	Publisher
Robbins, S.P. & Judge, T.	2023	Organisational Behaviour (19th ed.)	Pearson
Armstrong, M.	2023	Armstrong's Handbook of Human Resource Management Practice	Kogan Page
Mullins, L.J.	2023	Management and Organisational Behaviour	Pearson
Torrington, D. et al.	2020	Human Resource Management (11th ed.)	Pearson

Other indicative text (e.g., websites)

- CIPD Resources (www.cipd.co.uk)
- Harvard Business Review (Organisational Behaviour section)
- www.mckinsey.com
- www.peoplemanagement.co.uk

Module Title	Strategic Human Resource Management		
Module No	M07009	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 achieving organisational objectives and sustaining competitive advantage. It focuses on aligning people management strategies with organisational priorities, enabling effective workforce planning, talent management and organisational development. The module emphasises the application of strategic HR practices to address complex people-related challenges and support organisational performance in dynamic and evolving environments

Module Aims:

- To develop critical understanding of strategic human resource management theories and practices.
- To explore the alignment between HR strategies and organisational objectives.
- To enable learners to design and evaluate HR strategies that support organisational performance and change.

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 human resource management theories, models and frameworks in organisational contexts (*PLO A3*).
- A2: Analyse the role of HR strategies in supporting organisational performance, employee engagement and business objectives (*PLO A2*).

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

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

B. Cognitive Skills

- B1: Critically analyse organisational workforce challenges and identify strategic HR solutions (*PLO B1, B2*).
- B2: Evaluate HR strategies and practices using evidence-based reasoning to support organisational effectiveness (*PLO B2*).

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

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

C. Practical and Professional Skills

- C1: Develop and justify strategic HR plans aligned with organisational strategy and changing business environments (*PLO C1*).
- C2: Apply HR analytics, workforce planning and performance management tools to support strategic decision-making (*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 HR strategies and organisational insights effectively to stakeholders (*PLO D1*).
- D2: Demonstrate leadership, teamwork and problem-solving skills in managing people and organisational challenges (*PLO D2*).

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

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

Indicative Content:

- Strategic human resource management frameworks
- Linking HR strategy with organisational strategy
- Workforce planning and talent management
- Performance management and organisational effectiveness
- Employee engagement and organisational culture
- Leadership development and succession planning
- HR analytics and data-driven decision-making
- Managing diversity, inclusion and global workforce challenges
- HRM in organisational change and transformation
- Employment relations and ethical HR practices
- Strategic reward and performance systems

Assessment Strategy:

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

Assessment Task	Weighting	Submission Timing	Grading	Module Learning Outcomes Mapped
Strategic HRM Report (2500 words)	70%	Mid-module	%	A1, A2, B1, B2, C1, D1, D2
HR Strategy Case Study + Recommendations (1500 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
Boxall, P. & Purcell, J.	2016	Strategy and Human Resource Management	Palgrave Macmillan
Mello, J.A.	2023	Strategic Human Resource Management (6th ed.)	Cengage Learning
Torrington, D. et al.	2020	Human Resource Management	Pearson

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	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	Employment Law and Employee Relations		
Module No	M07016	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 employment law and employee relations in the context of strategic HR management. It equips learners with the knowledge to navigate complex legal frameworks governing the employment relationship, manage employee relations effectively and ensure organisational compliance with employment legislation. The module provides the legal and regulatory foundation underpinning people management decisions, with a focus on workplace dynamics, conflict resolution and employee engagement within legal frameworks.

Module Aims:

- To develop a critical understanding of employment law frameworks, individual and collective employment rights and their application in contemporary organisations.
- To explore the principles of employee relations, including trade union frameworks, collective bargaining, workplace conflict and employee voice mechanisms.
- To enable learners to apply employment law and employee relations knowledge to support ethical, compliant and effective HR decision-making in diverse 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 key employment law frameworks, individual and collective employment rights and their application in contemporary organisational contexts (*PLO A1, A2*).
- A2: Demonstrate comprehensive understanding of employee relations theories, trade union frameworks and collective bargaining processes and their impact on organisational performance (*PLO A3*).

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

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

B. Cognitive Skills

- B1: Critically analyse employment law and employee relations issues to identify HR risks, legal obligations and opportunities for improving employment practice (*PLO B1, B2*)
- B2: Evaluate employment law developments and employee relations strategies using evidence-based reasoning to support HR decision-making (*PLO B3*)

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

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

C. Practical and Professional Skills

- C1: Apply employment law knowledge and employee relations frameworks to manage workplace disputes, disciplinary matters and grievance procedures effectively (*PLO C1, C2*).
- C2: Develop and justify HR policies and employment contracts that comply with legal requirements and support organisational objectives (*PLO C3*)

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

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

D. Key Transferable Skills

- D1: Communicate employment law advice and employee relations insights clearly to managers, employees and legal stakeholders (*PLO D1*).
- D2: Demonstrate negotiation, mediation and problem-solving skills in resolving employment disputes and managing employee relations challenges (*PLO D2*).

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

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

Indicative Content:

- Sources of employment law: legislation, case law and statutory codes of practice
- Individual employment rights: contracts, terms and conditions of employment
- Equality, diversity and anti-discrimination law
- Unfair dismissal, redundancy and termination of employment
- Disciplinary and grievance procedures and best practice
- Health, safety and wellbeing legislation
- Collective employment law: trade unions, recognition and collective bargaining
- Industrial action, employee voice and workforce consultation
- Employment tribunals and alternative dispute resolution
- International and comparative employment law frameworks
- Ethical and responsible HR practice in employment relations

Assessment Strategy:

To pass this module, learners must demonstrate the ability to critically evaluate employment law frameworks and employee relations practices, apply relevant legislation and HR principles to real organisational contexts, and develop legally compliant and evidence-based HR recommendations.

Assessment Task	Weighting	Submission Timing	Grading	Module Learning Outcomes Mapped
Employment Law and HR Policy Report (2,500 words)	70%	Mid-module	%	A1, A2, B1, B2, C1, D1
Employee Relations Case Study + Recommendations (1,500 words)	30%	End of module	%	B2, C2, D2

Key Reading List:

Author	Year	Title	Publisher
Deakin, S. & Morris, G.	2020	Labour Law (7th ed.)	Hart Publishing
Acas	2023	Code of Practice on Disciplinary and Grievance Procedures	Acas
Taylor, S. & Emir, A.	2019	Employment Law: An Introduction (5th ed.)	Oxford University Press
Torrington, D. et al.	2020	Human Resource Management (11th ed.)	Pearson

Other indicative text (e.g., websites)

- www.acas.org.uk (Advisory, Conciliation and Arbitration Service)
- www.cipd.co.uk (Employment Law resources)
- www.gov.uk/browse/employing-people (UK Employment Law)
- www.legislation.gov.uk (UK Legislation)

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 		
<p>Rationale for the module and its links with other modules:</p> <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>			
<p>Module Aims:</p> <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 			
<p>Pre-requisite modules or specified entry requirements:</p> <p>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.</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 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 (Human Resource Management) comprises a Stage 1 Postgraduate Diploma in Human Resource Management (PGDHRM) (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 Human Resource Management (PGDHRM)

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

Stage 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