

**Master of Business Administration
(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 (Management)

3. Exit Awards

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

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

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

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

Stage 1 develops advanced managerial and professional capability through specialist taught modules focused on strategic management, leadership and governance, financial management, business analytics, project management, organisational behaviour and contemporary marketing management. The programme equips learners with the ability to analyse complex organisational challenges, apply integrated business solutions and enhance operational and strategic performance within contemporary organisations.

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

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

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 business management and leadership.

The programme further references the Chartered Institute of Personnel and Development (CIPD) Professional Map in the development of organisational behaviour and human resources content, the Chartered Institute of Marketing (CIM) Professional Standards in the design of contemporary marketing management content and the Association for Project Management (APM) Competence Framework in the design of project management content, ensuring that specialist modules reflect current professional expectations and industry practices within their respective disciplines.

9. Programme Aims

The MBA aims to:

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

10. Programme Learning Outcomes

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

A. Knowledge and Understanding

- **A1:** Critically evaluate key theories, concepts and frameworks in business and management relevant to contemporary organisational environments.
- **A2:** Demonstrate a comprehensive understanding of organisational structures, leadership practices and governance within diverse business contexts.
- **A3:** Critically apply advanced knowledge of core business functions, including finance, marketing, human resource management and operations, to support strategic decision-making.
- **A4:** Analyse the impact of internal and external environmental factors on organisational performance and strategic planning.

B. Cognitive Skills

- **B1:** Analyse and interpret complex business information to identify opportunities, challenges and areas for organisational improvement.
- **B2:** Develop innovative and evidence-based solutions to contemporary business problems using critical thinking and sound reasoning.
- **B3:** Evaluate and synthesise quantitative and qualitative data to support informed business and management decision-making.

C. Practical and Professional Skills

- **C1:** Apply project management tools and techniques to plan, implement and evaluate business projects.
- **C2:** Interpret and utilise financial and management information to support strategic planning and decision-making.
- **C3:** Conduct applied business research using appropriate methods to support organisational analysis and decision-making.

D. Key Transferable Skills

- **D1:** Communicate effectively using appropriate methods and formats for diverse professional audiences.
- **D2:** Demonstrate leadership, teamwork and interpersonal skills in a range of business contexts.
- **D3:** Apply reflective practice and self-management skills to support continuous professional development and lifelong learning.

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

The taught stage enables learners to critically engage with core business and management disciplines, including strategic management, leadership and governance, financial management, business analytics, project management, organisational behaviour and contemporary marketing 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
M07005	Business Analytics	15
M07006	Project Management	15
M07007	Organisational Behaviour and Human Resources	15
M07008	Contemporary Marketing Management	15
	Total Credits	120

Exit Awards

- Learners who successfully complete 60 credits may be awarded a Postgraduate Certificate (PGCert) in Business Management.
- Learners who successfully complete 120 credits may be awarded a Postgraduate Diploma (PGDip) in 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 (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 business scenarios, enabling the application of strategic management frameworks and evidence-based decision-making approaches to contemporary organisational challenges.

13. Assessment Strategy

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

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

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

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

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

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

14. Progression and Completion

To be awarded the Master of Business Administration (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	Business Analytics		
Module Code	M07005	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:

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

Module Aims:

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

Pre-requisite modules or specified entry requirements:

None; but learners should be comfortable with basic numeracy and IT skills.

Is the module compensatable?

Yes

Are there any PSRB requirements regarding the module?

No

Module Learning Outcomes (MLOs):

A. Knowledge and Understanding

- A1: Critically evaluate core concepts, tools and techniques in business analytics (*PLO A1, A2*).
- A2: Evaluate the strategic impact of data analysis on business decisions (*PLO A3, A4*).

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

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

B. Cognitive Skills

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

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

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

C. Practical and Professional Skills

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

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

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

D. Key Transferable Skills

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

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

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

Indicative Content:

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

Assessment Strategy:

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

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

Key Reading List:

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

Other indicative text (e.g., websites)

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

Module Title	Project Management		
Module Code	M07006	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 the knowledge and tools to plan, implement and evaluate projects effectively within complex organisational environments. It develops critical capabilities in project design, execution, monitoring and control, enabling learners to manage resources, timelines, risks and stakeholder expectations to achieve defined objectives. The module emphasises the application of structured methodologies and best practices to ensure successful project delivery, while fostering skills in decision-making, problem-solving and performance evaluation. It prepares learners to lead and deliver complex initiatives in dynamic and uncertain business contexts</p>			
<p>Module Aims:</p> <ul style="list-style-type: none"> • To develop advanced understanding of project management frameworks and tools. • To apply principles of planning, execution, monitoring and control to real-world projects. • To examine risk, quality, stakeholder and resource management in strategic project delivery. 			
<p>Pre-requisite modules or specified entry requirements:</p> <p>None; however, a Level 6 qualification and/or relevant organisational or professional 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 analyse and evaluate project lifecycle phases, governance structures and their impact on project success (<i>PLO A1, A2</i>). • A2: Critically analyse and evaluate project management methodologies (e.g., PRINCE2, Agile, PMI) and their application in complex organisational contexts (<i>PLO A4</i>). <p>Programme Learning Outcomes (PLOs) this maps against: A1, A2, A4.</p> <p>Learning and teaching strategy: Lectures, project simulations, case studies.</p>			

B. Cognitive Skills

- B1: Critically evaluate project management tools and techniques in planning and execution (*PLO B1, B2*).
- B2: Critically assess project success factors, risks and quality assurance measures in complex organisational contexts (*PLO B2, B3*).

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

Learning and teaching strategy: Applied workshops, critical evaluation of project case studies.

C. Practical and Professional Skills

- C1: Develop and justify a comprehensive project plan informed by organisational analysis and evidence-based research (*PLO C1*).
- C2: Apply project planning, scheduling and control techniques to monitor performance, resource use and project progress in complex organisational environments (*PLO C2*).

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

Learning and teaching strategy: Team projects, scheduling tools, stakeholder mapping.

D. Key Transferable Skills

- D1: Manage time, priorities and resources under constraints (*PLO D1, D2*).
- D2: Work effectively within a team to deliver project outcomes and reflect on personal effectiveness and development (*PLO D2, D3*).

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

Learning and teaching strategy: Group tasks, presentations, online collaboration tools.

Indicative Content:

- Project lifecycle and methodologies (Agile, PRINCE2, PMI)
- Project charter, scoping, stakeholder analysis
- Work breakdown structures (WBS), time and cost estimation
- Risk management and mitigation strategies
- Communication planning and leadership in projects
- Quality assurance and performance monitoring
- Resource allocation and scheduling tools (e.g., MS Project)
- Lessons learned and post-project reviews
- Project management in complex and dynamic organisational environments
- Programme and portfolio management overview
- Governance, ethics and sustainability in project management
- Use of research and evidence to inform project planning, monitoring and decision-making

Assessment Strategy:

Learners will be assessed through a practical project plan and a reflective case analysis.

Assessment Task	Weighting	Submission Timing	Grading	Module Learning Outcomes Mapped
Group Project Plan + Presentation	60%	Mid-module	%	A1, A2, B1, B2, C1, D1, D2
Reflective Project Report (1,500 words)	40%	End of module	%	B2, C1, C2, D1, D2

Key Reading List:

Author	Year	Title	Publisher
Larson, E. & Gray, C.	2021	Project Management: The Managerial Process (8th ed.)	McGraw-Hill
Pinto, J.K.	2022	Project Management: Achieving Competitive Advantage	Pearson
Schwalbe, K.	2018	Information Technology Project Management (9th ed.)	Cengage Learning

Other indicative text (e.g., websites)

- www.apm.org.uk (Association for Project Management)
- www.pmi.org (Project Management Institute)
- Prince2 official documentation and training portals

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	Contemporary Marketing Management		
Module Code	M07008	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 practice in the context of contemporary trends and digital transformation, focusing on how organisations respond to changing customer expectations and evolving market conditions. It develops critical capabilities in market analysis, customer insight and the application of marketing tools and techniques to support effective marketing delivery. The module emphasises the use of contemporary digital platforms and frameworks to enhance customer engagement, brand execution and organisational performance. It enables learners to critically evaluate marketing activities and apply data-informed approaches to improve decision-making, fostering a customer-focused and adaptive approach to modern marketing practice

Module Aims:

- To explore contemporary marketing theories and frameworks in global and digital contexts.
- To assess how strategic marketing aligns with business objectives and stakeholder value.
- To develop applied skills in segmentation, positioning, digital marketing and performance evaluation.

Pre-requisite modules or specified entry requirements:

None; a basic understanding of marketing principles is helpful.

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 contemporary marketing strategies, tools and channels (*PLO A1, A2*).
- A2: Critically evaluate the role of marketing in driving customer value and competitive positioning (*PLO A3, A4*).

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

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

B. Cognitive Skills

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

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

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

C. Practical and Professional Skills

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

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

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

D. Key Transferable Skills

- D1: Communicate marketing ideas persuasively through various channels (*PLO D1*).
- D2: Apply creative thinking and effective teamwork in solving complex marketing problems (*PLO D2*).

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

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

Indicative Content:

- Strategic marketing planning and STP (Segmentation, Targeting, Positioning)
- Consumer behaviour and value creation
- Branding, loyalty and customer engagement
- Marketing performance metrics (e.g., ROI, CAC, CLV)
- Digital marketing tools and techniques
- Integrated marketing communications (IMC)
- Global marketing strategy and ethics
- Trends: influencer marketing, AI, sustainability, customer experience
- Use of marketing analytics platforms (e.g., Google Analytics, CRM tools)

Assessment Strategy:

Assessment focuses on developing, applying and critically evaluating a strategic marketing plan.

Assessment Task	Weighting	Submission Timing	Grading	Module Learning Outcomes Mapped
Strategic Marketing Plan (2,500 words)	70%	Mid-module	%	A1, A2, B1, B2, C1, D1
Marketing Insight Report (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
Baines, P., Fill, C. & Page, K.	2019	Marketing (6th ed.)	Oxford University Press
Chaffey, D. & Ellis-Chadwick, F.	2022	Digital Marketing (8th ed.)	Pearson

Other indicative text (e.g., websites)

- www.cim.co.uk (Chartered Institute of Marketing)
- Marketing Week and Harvard Business Review
- Think with Google / HubSpot Blogs
- Statista and YouGov for market research

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 (Management) comprises a Stage 1 Postgraduate Diploma in Business Management (PGDBM) (120 credits) followed by a Stage 2 MBA research stage (60 credits).

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

Stage 1: Postgraduate Diploma in Business Management (PGDBM)

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

Stage 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