

London School of Commerce Malta



In association with



MBA Fulltime Modules Descriptor 2015

Duration of Study and Module Learning Hours

Students are expected to typically undertake the full-time MBA programme over a period of up to 12 months to complete the 90 credits of core and elective modules in the postgraduate diploma phase of programme before progressing to the final Major Project phase of the programme. Students are expected to typically take 4-6 months to complete the Major Project phase.

For a 20 credit (UK) or 10 ECTS credit module the hours are made up as follows:

Lecture contact	48 hours
Seminars/discussion-workshops	16 hours
Directed learning	48 hours
Independent Learning	188 hours
Total	300 learning hours

Modules	Credit rating	Group Presentation	Individual assignment as a Presentation Paper	Unseen examination	Course-work	Literature/ Evidence Review	Research Design Proposal	Inte-grated Case Study Analysis	Report	Dissertation
SEMESTER 1: CORE MODULES										
Managing Human Capital and Leadership	10		100% Assignment (4000 words equivalent)							
Marketing Management	10		100% Assignment (4000 words equivalent)							
Financial Analysis, Management and Entrepreneurship	10			50% (3hours)	Assignment 50% (3000 words max.)					
SEMESTER 2 : CORE MODULES										
Strategic Management	10	100% Assignment (4000 words equivalent)								
Research Methodologies	10					50%.Evidence Review (2000 words max.)	50% (2000 words max. in template)			
SEMESTER 3: PATHWAY OF STUDY – ELECTIVES (two out of the five)										
Corporate Finance	5			100% (2 hours)						
Financial Markets and Investment Analysis	5				100% (2000 words max.)					
International Business	5			100% (2 hours)						
International Marketing Management	5			100% (2 hours)						
Strategic Marketing	5				100% (2000 words max.)					

STAGE FOUR; MAJOR PROJECT MODULES										
Dissertation	30				20% Research Reflective Report (2000-4000 words max.)					80% (9-12,000 words)
Integrated Case Study	30				20% Research Reflective Report (2000-4000 words)			80% (9-12,000 words)		
Business Proposal	30				20% Research Reflective Report (2000-4000 words)				80% (9- 12,000 words)	
Note: the total word count for each of the major project modules is between a minimum of 11,000 to a maximum of 16,000. This does not include appendices, bibliography or other additional materials.										

Module Title
Managing Human Capital and Leadership

Teaching Period	Pre-requisites
	None

Assessment Methods		
Assessment Type	Duration/Length of Assessment Type	Weighting of Assessment
Assignment	4000 words maximum	100%

Aim(s)
<p>The module aims to:-</p> <ul style="list-style-type: none"> • A critical conceptualisation and discussion of models and the principal success factors contribute to human resource management and leadership development and a contextualisation of these factors within the broader definitions of business models, business development, launch, growth and life cycle • A comprehensive overview and critical analysis of contemporary knowledge field(s) and theories and practices relevant to the management of human capital and leadership including: - individual and team-group learning; reflective self-managed learning practices; the facilitation of the learning environment; psychology models and managing people in a variety of settings and cultural contexts • A detailed consideration and examination of the range of theories and practices relevant to personal, managerial, and leadership and entrepreneurial competencies and areas of activity and action, (e.g. management and individualised learning; competency requirements and learning; reflective self-managed learning practices; integration and definitions of management competencies and development concepts; the facilitation of the learning environment; psychology models and managing people in a variety of settings) • A critical discussion, analysis and evaluation of the role of the manager and leader within business development areas and successful business activity including the concepts of leadership and risk management; individual and corporate hygiene factors underpinning business and organisational activity; critical evaluation of the factors which may contribute to the success or failure of a business or organisational entity

Learning Outcomes

Upon successful completion of the module the students will be able to:

- Define, analyse, interpret and critique how successful managers and leaders create, find, and differentiate between opportunities, concepts of value, and particular models of HRM selection, development and/or rejection
- Apply, classify, and devise models for the screening, planning and implementation of leadership and management strategies and their operation, and the contributions which the management of human capital; theories and models of organisational and personal learning; and business planning requirements and objectives make to businesses and organisations
- Classify, differentiate between, and examine the relationships between HR and leadership theory and practice in business and organisational contexts
- Prepare and propose models and business plans for the development of leadership and HRM approaches within specified contexts and business and organisational parameters
- Effectively present, using appropriate media and supporting evidence, to appropriate audiences or stakeholders, designed and modelled proposal(s) for a new leadership initiatives and HRM strategy and operational requirements including appropriate analysis, evaluation, and critical and conceptual consideration of the business contexts, the management of human capital and ideas, the positioning of roles and functions in appropriate and defined environment(s), the operational and strategic context(s)
- Formulate and present, to an appropriate audience, a coherent understanding, analysis and evaluation of the interfaces between the factors which contribute to leadership and HRM activity in contemporary business and organisational environments
- Evaluate, critically analyse, categorize and form and articulate judgments and conclusions on the nature of the relationships which may exist between knowledge conventions; knowledge management; the development and management of human capital; HRM concepts and activities; and the complexity of factors which contribute to Leadership and HRM management in business and organisational development
- Critically evaluate and undertake research on the nature of leadership and HRM activities and contexts in an organisation and form conclusions and demonstrate a judgemental understanding of the complexity of the field of study and the factors which contribute to this complexity
- Critically reflect on, determine, and evaluate the variations and importance of the relationships between – theoretical and practical research activity; the management of complexity; problem and opportunity identification; and business and management interface activities and their contribution to leadership and HRM activity
- Determine and undertake the necessary strategic and operational business planning required for the successful development of leadership and HRM approaches within an organisation including defining the relative importance of utilising criteria for the evaluation of Leadership strategies, formulating HRM strategies and operational proposals

Learning and Teaching Delivery Methods

A variety of teaching approaches is used, including lectures, lessons, seminars, discussions, project, presentations, tutorials (in discussion groups), and extensive use of electronic resources for guided research.

	STUDY HOURS
Lectures	48
Seminars	16
Directed learning	48
Independent learning	188
Total study hours	300

Indicative Content

Introduction to management theories and practices -

- Theory, practice and evolution in management and business contexts
- Managing people, workforces, individuals, and self reflection: –examples, concepts, cultural comparative examples
- Learning communities, cultural barriers and definitions: experiential, reflective and action learning:- their cultural contexts, recognition, application and use in practice
- Opportunities and Barriers to Learning and Innovation in global business contexts
- The concept of business and management ethics in international cultural contexts

Managing Innovation and Leadership

- “Business Planning” – contemporary concepts and the requirements of the business model in innovation
- Management and leadership – personal planning, professional development and creative and critical thinking.
- Bridging the gaps:- management theory, practice, innovation and leadership – individuals, teams and cultural distinctions and roles
- Creativity, risk, innovation, and business invention or re-invention – comparative considerations
- New development and the management of knowledge
- Managing and Leading Complexity - Time, Money, Resources, Sales and Marketing, Teams, Individuals and Ideas
- The management of competitive advantage and business critical success factors
 - Western and non-western concepts of the employment relationship -
 - Change management – Cultures and Contexts

Leadership and people

- Leadership approaches, cultures and paradoxes,
- The psychological and intellectual capital contracts –motivation theory
- Management of talent and intellectual capital

- Management of diversity and flexibility – skills, competencies, and capability in international contexts
- Management of situations, cultures and change in differing national workplaces

Hygiene and Operational factors

- Human Resource Planning; Job analysis and design: recruitment and selection;
- Benefits, rewards, training, development, and employee relations;
- Motivation, performance management, change management, and strategic HRM

Recommended Reading & Required Reading

Core Text:

- Armstrong, M. (2012) *Armstrong's Handbook of Human Resource Management Practice* (12th ed) Kogan Page ISBN: 978-0749465506
- Hirsch, R., Peters, M and Shepherd, D (2013) *Entrepreneurship* (9th ed) Erwin Mc Graw-Hill ISBN: 978-0071326315
- Stokes, D. and Wilson, N. (2010) *Small Business Management and Entrepreneurship* Cengage Learning Business Press; Sixth edition

Recommended reading

- Beard, C and Wilson, J.P. (2013) *Experiential Learning: A Handbook for Education, Training and Coaching* (3rd ed), Kogan Page ISBN: 978-0749467654
- Boxall, P. and Purcell, J. (2011) *Strategy and Human Resource Management* 3rd edition, Palgrave
- Buchanan, D.A. and Huczynski, A.A. (2013) *Organizational Behaviour*, 8th edition, Pearson ISBN: 978-0273774815
- Burnes, R. (2009) *Managing Change*, 5th edition, FT Prentice Hall
- Cameron, S (2011) *The MBA Handbook: Skills for Mastering Management* 7th edition, FT Prentice Hall ISBN: 978-0273749998
- Coulter, M (2002) *Entrepreneurship in Action* Prentice Hall
- Harrison, R. (2009) *Learning and Development*, (5th ed) CIPD ISBN: 978-1843982166
- Gold, J., Thorpe, R. and Mumford, A. (2010) *Leadership and Management Development*, 5th edition, CIPD
- Hughes, R.L., Ginnett, R.C. and Curphy, G.J. (2011) *Leadership: enhancing the lessons of experience*, (7th ed), McGraw-Hill ISBN: 978-0071086547
- Mariotti, S (2013) *The Young Entrepreneur's Guide to Starting and Running a Business*. New York, NY: Random House, Inc (not yet published – expected Dec 2013) ISBN: 9780385348546
- Northouse, P. (2009), *Leadership: Theory and Practice*, 5 ed., London: Sage Pedlar, M., Burgoyne, J. and Boydell, T. (2013) *A Manager's Guide to Self Development*, (6th ed) Prentice Hall ISBN: 978-0077149888
- Routledge, C. and Carmichael, J. (2007) *Personal Development and Management Skills*, CIPD, London
- Scarborough, N.M. and Zimmerer, T. W. (2013) *Effective Small Business Management: an Entrepreneurial Approach*. Pearson Education; (10th ed) ISBN13: 9781292020648
- Thomson A (2001) *Changing Patterns of Management Development*, Blackwell, Oxford

- Watson, G. and Reissner, S. (eds.) (2010) *Developing Skills for Business Leadership*, CIPD, London
- Weinstein, K. (2005) *Action Learning: a practical guide*, Gower.
- Whetton D and Cameron K D. (2010) *Developing Management Skills*, (8th ed) Pearson Education ISBN: 978-0135103029
- Winstanley, D. (2005) *Personal Effectiveness*, CIPD

Access to Specialist Requirements

None

Module Title
Marketing Management

Teaching Period	Pre-requisites
	None

Assessment Methods		
Assessment Type	Duration/Length of Assessment Type	Weighting of Assessment
Assignment	4000 words maximum	100%

Aim(s)
<p>The module aims to:-</p> <ul style="list-style-type: none"> • A detailed and critical oversight of the body of knowledge which constitutes marketing management in contemporary environments including the role of analysis, planning, implementation, and control of marketing programs and how they are designed to create, build, and maintain mutually beneficial exchanges and relationships with target markets for the purpose of achieving organisational objectives • A critical introduction to the knowledge base, and the principles, concepts, theories and practices which contribute to the formulation and appraisal of marketing strategies and policies, including those related to the marketing of physical products, to services marketing, to relationship and emotional marketing, to new technologies marketing scenarios, and to micro and macro marketing environments

Learning Outcomes
<p>Upon successful completion of this module students will be able to:</p> <ul style="list-style-type: none"> • Apply the key concepts, theories, practices and applications used within contemporary marketing management and related business activities and utilise and develop these in the devising and formulation of marketing plans, strategies, and business operational requirements. • Undertake disciplined and systematic analysis of the requirements of specific market fields including evaluation of the needs, wants, perceptions and preferences of target and intermediary markets, and differentiated market sectors, and effectively apply these as the basis for business planning; the determination of marketing strategy; the market focussed development of product and services strategy; market provision analysis; concepts and design for and in markets; market positioning, pricing, communication, and distribution strategies • Devise and apply effective and integrated marketing plans based on a sound conceptual framework and related to marketing decisions which may be related to the identification or resolution of specific problems, examples, case studies or other appropriate models • Effectively and rigorously describe, discuss and present, through the use of appropriate media, using required professional conventions and standards of reporting and

presentation, and to appropriate audiences or stakeholders: - specified analytic and evaluative reports on marketing issues; strategic and operational marketing plans; analyses of marketing concepts and market related proposals; marketing case study examples; proposals for new marketing strategies and evaluation of marketing opportunities in specific sectors and contexts

- Critically review and communicate to specified audiences, using required reporting conventions, and within professional marketing framework conventions their analysis, interpretation and conclusions, on a variety of marketing strategies and proposals including the formulation of new marketing strategies and market development proposal
- Comprehend, evaluate, make critically informed judgments, and form conclusions and recommendations on the value of marketing management and marketing practices in business organisations and the wider commercial environment, and of how marketing tools and techniques contribute to marketing opportunities within business situations, and to decision making and strategy formulation within businesses
- Undertake comprehensive analysis and situational critique of marketing and business examples, contexts and opportunities, and form judgements, identify recommendations for development, and devise proposals and order conclusions for subsequent action
- Demonstrate critical understanding of the rationale for marketing decisions and their contexts from managerial, marketing, and organisational perspectives and specify recommendations and make judgements on marketing strategy and opportunity development
- Critically reflect on, determine, and evaluate the variations and importance of the relationships between – marketing theory and practice led examples; theoretical and practice based marketing related research activity; the management of marketing activities within the business environment; problem and market opportunity identification; and the interface between marketing and the business environment
- Integrate, plan for and undertake comprehensive evaluation of the necessary strategic and operational requirements for the development of effective and successful marketing management strategies and their operational position within the broader business and organisational environment
- Successfully undertake the necessary theoretical and practical planning activities required for the effective management of marketing, and the development of marketing strategy, within a business organisation in specified sectors including demonstrating the importance of using analytical and logical skills in the application of marketing concepts to the development of marketing strategies and plans

Learning and Teaching Delivery Methods

A variety of teaching approaches is used, including lectures, seminars, tutorials (within discussion groups), teamwork and extensive use of electronic resources for guided research.

	STUDY HOURS
Lectures	48
Seminars	16
Directed learning	48
Independent learning	188
Total study hours	300

Indicative Content

- The Marketing Concept and marketing management
Marketing's role in organisational and business performance
Building customer satisfaction, value proposition and value chains
Market-oriented strategic planning
- Managing marketing information and measuring market demand
- Concepts of the market
The market environment
Consumer markets and buying behaviours
Analysing business markets and buyer behaviour
Analysing industries and competitors
Segmenting targeting and positioning
- Marketing Strategy
Differentiating and positioning the marketing offer
Developing new products and product life-cycle strategies
Designing strategies for the global market place
- Marketing programs
Managing products and brands
Managing services
Pricing decisions
Marketing channel decisions
Retailing, wholesaling, and physical distribution
Marketing communication decisions
Managing customers
- Strategic Marketing Plan
- Planning and strategy in business and marketing contexts

Recommended Reading & Required Reading

Core Text

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| <ul style="list-style-type: none">• Lancaster, G and Massingham, L.C. (2011) <i>Essentials of Marketing Management</i> Routledge• Aaker, D.A. and McLoughlin, D. (2010) <i>Strategic Marketing Management</i> John Wiley and Sons• Kotler, P and Keller, K. (2011) <i>Marketing Management</i> (14th ed) Pearson Education |
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Recommended reading

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| <ul style="list-style-type: none">• Captain, J.W. and Curtis, T. (2008) <i>Marketing Management in Practice</i> A Butterworth-Heinemann Title• Doyle, P. and Stern, P. (2006) <i>Marketing Management and Strategy</i> (4th ed) Financial Times/ Prentice Hall• Wilson, R. and Gilligan, C. (2004) <i>Strategic Marketing Management: Planning, Implementation and Control</i> (3rd ed) A Butterworth-Heinemann Title |
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Access to Specialist Requirements

None

Module Title
Financial Analysis, Management and Entrepreneurship

Teaching Period	Pre-requisites
	None

Assessment Methods		
Assessment Type	Duration/Length of Assessment Type	Weighting of Assessment
<ul style="list-style-type: none"> Unseen examination 	<ul style="list-style-type: none"> 3 hours 	<ul style="list-style-type: none"> 50%
<ul style="list-style-type: none"> Assignment 	<ul style="list-style-type: none"> 3000 words maximum 	<ul style="list-style-type: none"> 50%

Aim(s)
<p>The module aims to:-</p> <ul style="list-style-type: none"> A comprehensive understanding, overview and critical evaluation of the knowledge base which makes up, and factors which contribute to the operation of:- the strategic management of financial planning within businesses and organisations; the strategic contribution which financial planning provides within businesses and organisations; financial statements, analysis and investment planning; finances and strategic financial concepts within a business organisation; the relationship between strategic management decisions related to financial matters and other conceptual and operational values within corporate business planning and performance A critical discussion and evaluation of the role of financial planning, principles, conventions and practices and their utilisation and function within organisations at the strategic planning and decision making levels and their impact at the senior and corporate levels of decision making within organisations A critical conceptualisation and discussion of models and the principal financial success factors which contribute to new venture development and a contextualisation of these factors within the broader definitions of financial management and planning, entrepreneurship, entrepreneurialism, the role of the entrepreneur, financial and associated planning requirements and contexts, and comparable models of business development, launch, growth and life cycle A critical discussion, analysis and evaluation of the role of the finance and the entrepreneur within new venture development and successful entrepreneurial activities including the concepts of risk management; critical evaluation of the factors which may contribute to the success or failure of a new venture

Learning Outcomes

Upon successful completion of this module students will be able to:

- Apply the key concepts, theories, practices and applications used within contemporary strategic financial planning and reporting within business sectors and organisations and utilise these in the devising and formulation of financial and corporate strategies and the effective management of corporate finances
- Apply disciplined and systematic analysis and examination, interpretation, and evaluation on the opportunities available to businesses in the development of their financial corporate strategies including in decision making areas for finance managers in investment decision making, financing decision making and dividend decisions
- Define, synthesise, critically evaluate and interpolate the key concept(s) and contemporary models which may underpin successful corporate financial planning and related entrepreneurial strategy within business organisations
- Analyse, and interpret financial accounting reports and corporate financial reporting and planning and apply and relate this analysis to the formulation of financial strategy and decision making and the development of overall business strategy
- Define, analyse, interpret and critique how successful investors create, find, and differentiate between opportunities, concepts of value, and particular models of new venture selection, development and/or rejection
- Apply, classify, and devise models for the financial screening, planning and implementation of new ventures and the contributions which the identification of opportunities; theories and models of organisational entrepreneurship and business planning requirements and objectives make to these ventures
- Prepare and propose models and business plans for the development of a new venture within specified contexts and business and organisational parameters
- Classify, differentiate between, and examine the relationships between financial planning, entrepreneurship theory and practice and business development contexts
- Effectively and rigorously describe, discuss and present, through the use of appropriate media, using required professional and/or regulatory conventions and standards of reporting and presentation, and to appropriate audiences or stakeholders: - specified analytic and evaluative reports on corporate financial strategy; financial management decision making; investment analysis; strategic and related operational financial planning; analyses of corporate financial concepts and development proposals; corporate financial case study examples; proposals for financial strategy development and new venture development; and evaluation of corporate finance planning in specific sectors and contexts
- Critically review and communicate to specified audiences, using required reporting conventions, and within professional financial reporting conventions their analysis, interpretation and conclusions, on a variety of corporate financial models, new venture proposals, conventions, reporting requirements, proposals and strategies
- Effectively present, using appropriate media and supporting evidence, to appropriate audiences or stakeholders, designed and modelled proposal(s) for a new venture

development(s) including appropriate analysis, evaluation, and critical and conceptual consideration of the business and financial contexts, the positioning of the venture(s) in appropriate and defined environment(s), the operational and strategic context(s) for the venture

- Formulate and present, to an appropriate audience, a coherent understanding, analysis and evaluation of the interfaces between the factors which contribute to entrepreneurship and entrepreneurship activity in contemporary business and organisational environments
- Comprehend, evaluate, make critically informed judgements on financial data and evidence, and form conclusions and recommendations on the role, value, impact and contribution which corporate financial planning and strategic financial evaluation and reporting provide to wider business planning, entrepreneurship activity and the overall development of an organisation
- Compare, contrast, and undertake critical evaluation of, and form conclusions on, comparative models of strategic financial planning and business performance and interpret findings within corporate decision making financial frameworks and conventions
- Differentiate between, and critically consider and demonstrate the relationship of, strategic financial planning principles and decision making to the regulatory frameworks of accounting, the analysis of financial statements, and investment analysis and ethics in accounting
- Analyse, illustrate, evaluate and define conclusions on how decision making issues and outcomes are interconnected and interrelated with key principles of corporate finance and planning including:- the time value of money; the risk-return trade-off; cash flows as a source of value, and market prices and their reflection and relationship to information; entrepreneurship concepts and activities; and the complexity of factors which contribute to new business development
- Critically evaluate and undertake research on the nature of entrepreneurship and entrepreneurial activity and form conclusions and demonstrate a judgmental understanding of the complexity of the field of study and the factors which contribute to this complexity
- Critically reflect on, determine, evaluate and form judgments on the importance in financial management and analysis of –
 - theoretical and practice based applications, financial reporting conventions and regulations, business requirements, and strategic financial and corporate planning;
 - the management contexts for corporate financial planning and decision making within the business environment;
 - the interface between corporate financial planning decisions and strategic business environment requirements;
 - financial sustainability requirements within business planning
- Successfully undertake, establish applications, and identify and implement conclusions and recommendations on the necessary theoretical and practical planning activities required for the effective strategic and corporate management of financial planning areas and new business activities, and complete a management analysis and management plan for these areas within an organisation

- Identify, critically analyse, and exercise individual initiative in identifying financial management problems confronting business enterprises, including those related to corporate investment, asset management and financing decisions, strategic financial planning areas, and corporate analysis and reporting requirements
- Critically reflect on, determine, and evaluate the variations and importance of the relationships between – theoretical and practical research activity; the management of complexity; problem and opportunity identification; and business and management interface activities and their contribution to entrepreneurial activity
- Determine and undertake the necessary strategic and operational business planning required for the successful development of new ventures including defining the relative importance of utilising screening criteria for the evaluation of proposals; evaluating attractiveness and risk; theoretical, conceptual, business and financial planning; start-up bidding and early growth and capital planning

Learning and Teaching Delivery Methods

A variety of teaching approaches is used, including lectures, seminars, tutorials (within discussion groups), teamwork and extensive use of electronic resources for guided research.

	STUDY HOURS
Lectures	48
Seminars	16
Directed learning	48
Independent learning	188
Total study hours	300

Indicative Content

Managing Innovation and Entrepreneurship

- “Business Planning” – contemporary concepts and the requirements of the business model in innovation
- Management and leadership – entrepreneurship thinking. NPD.
- Bridging the gaps:- management theory, practice, innovation and entrepreneurship – individuals, teams and cultural distinctions and roles
- Creativity, risk, innovation, and business invention or re-invention – comparative considerations
- New Product Development and management knowledge requirements
- Managing Complexity - Time, Money, Resources, Sales and Marketing, Teams, Individuals and Ideas.
- The management of competitive advantage and business critical success factors
- Western and non-western concepts of the employment relationship
- Change management – Cultures and Contexts

Financial Analysis and Management

- Corporate Financial Strategy
- Conceptual foundations of financial planning
- The basis of financial decision making
- Analysis of capital investment opportunities
- The relationship between the three main financial statements
- Conceptual foundations of accrual accounting
- Working capital and cash management
- Financial ratios and analysis
- Capital budgeting concepts, practices and issues
- Profit and Cost measures
- Costs and cost behaviour
- Short and long term financing and financial planning and investment planning concepts
- Long term debt finance
- Financing a business or organisation

Recommended Reading & Required Reading
<p>Core Text:</p> <ul style="list-style-type: none"> Brooks, R. (2012) <i>Financial Management: Core Concepts</i>, 2nd edition, Pearson Education <p>Recommended reading</p> <ul style="list-style-type: none"> Arnold, G. & Estrada, J. (2010) <i>Financial Times Handbook of Corporate Finance. A Business Companion to Financial Markets, Decisions and Techniques</i> (2nd ed) FT Prentice Hall ISBN: 978-0273726562 Block, S.B. & Hirt, G.A. (2008) <i>Foundations of Financial Management</i>, 12th edition, McGraw-Hill Education Brealey, R. A., Myers, S.C. & Allen, F. (2013), <i>Principles of Corporate Finance</i>, Global Edition. (11th edition), McGraw-Hill ISBN: 9780077151560 Higgins, R. (2012) <i>Analysis for Financial Management</i>, (10th edn) , McGraw-Hill Education ISBN: 978-0071086486 Neale, B. & Pike, R. (2012) <i>Corporate Finance and Investment Decisions and Strategies</i>, 7th edition, Prentice Hall ISBN: 9780273763536 Titman, S., Martin, J. & Keown, A. (2013) <i>Financial Management: Principles and Applications: International Edition</i>, 12th edition, Pearson Education ISBN: 9781292023069 <p>Useful web Sites:</p> <p> www.bloomberg.com www.corporateinformation.com www.hoovers.com www.londonstockexchange.com http://finance.yahoo.com/ www.hemscott.com </p>
Access to Specialist Requirements
None

Module Title
Strategic Management

Teaching Period	Period Pre-requisites
	None

Assessment Methods		
Assessment Type	Duration/Length of Assessment Type	Weighting of Assessment
Assignment	4000 words maximum	100%

Aim(s)
<p>The module aims to:-</p> <ul style="list-style-type: none"> • A comprehensive knowledge base, and a critically comprehensive and integrative conceptual and applied framework for understanding, analysing and evaluating the role of Strategic Management and the concepts, theories, practical applications and functions which make up strategic management approaches, and the identity and configuration of strategic management activities, within contemporary businesses and organisations • A comprehensive theoretical and practical comprehension of how organisations formulate, implement, and evaluate strategy and strategic management; how they consider the strategic alternatives available to them, and the concepts, contexts, tools and techniques which are used in the development and formation of strategies both internal and external too the organisation • Examine the contribution which business organisation, operations and circumstances make to strategic development and their relationship and significance to management and planning and functional areas within businesses

Learning Outcomes

Upon successful completion of this module the students will be able to:

- Comprehensively define, interpret, critically evaluate, and apply models of strategy formulation and analysis within and for organisations, within given specifications, case studies, or problem identification and/or problem resolution and changing strategic scenarios
- Conceptualise, model and apply solutions, and undertake analysis and evaluation of the contributions which the different functional areas of business (e.g. accounting, finance, human resources, information systems, marketing, operations management, etc.) may make to the concepts and formulation of strategy in an organisation and evaluate the integrative nature of the strategy process in organisations
- Effectively and critically present and communicate orally, and through the use of appropriate media, to identified audiences and stakeholders, the key features and characteristics which contribute to contemporary concepts and theories on the identity and make up of strategy, on strategic management and strategic thinking in organisations, and on strategy formulation, implementation, management, and sustainability of strategy in business environments
- Effectively communicate the results of critical analysis and evaluation of the contexts, formulation, development, implementation and outcomes of strategic activity and strategic management in an organisation including the relationships between strategy identification; modification; contextual and circumstantial change management and leadership; the impact of change; and differentiated strategic positioning and functional area management strategies
- Identify the roles and form conclusions and make informed judgments on the fields of activity and conceptual and functional areas within businesses and organisations which contribute to the development and implementation of strategy and strategic management
- Critically analyse, form rational judgments on, and identify and make justified recommendations for, the development of organisational management strategy, and differing management strategies and models, including for differentiated functional areas of strategic development within organisations
- Evaluate and identify strategic management issues and design appropriate courses of action within organisations and business contexts
- Undertake critical analysis of a variety of strategic management scenarios as these relate to differing organisational and business contexts in contemporary and future commercial environments
- Critically monitor and reflect on the continuing relationships between theory and practice and extant models and solutions found in strategic management contexts and in the formulation and application of strategy within organisations
- Critically monitor, reflect on and explain the importance of intergrational approaches, conceptual and experiential thinking in an understanding of strategy management and in the formulation and planning processes which contribute to strategy formation and development in complex organisations

Learning and Teaching Delivery Methods

A variety of teaching approaches is used, including lectures, seminars, case analysis, teamwork and extensive use of electronic resources for guided research.

	STUDY HOURS
Lectures	48
Seminars	16
Directed learning	48
Independent learning	188
Total study hours	300

Indicative Content

- The strategy concept; corporate strategy
- Models of how organisations formulate strategy
- Environmental analysis: strategy scenarios
- Strategy formulation, internal and external formulation of strategies
- Strategy and integration
- Forms of organisational structure; organisational analysis
- Setting strategic direction
- Process by which strategy is formulated and formed in particular situations
- Strategic changes; leadership requirements for strategic change
- Implementing strategic change
- Strategic management: manufacturing
- Inventory control
- Facilities location planning
- Control of processes, operations and operations management

Recommended Reading & Required Reading

Core Text:

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| <ul style="list-style-type: none">• Johnson G. and Scholes K. (2008) <i>Exploring Corporate Strategy</i>, (8th ed) Prentice Hall, UK• Johnson G. and Scholes K. (2011) <i>Exploring strategy. Text & cases.</i>, (9th ed) Prentice Hall, UK ISBN: 9780273737025• Greasley, A. (2013) <i>Operations Management</i> (3rd ed) Chichester, UK: John Wiley. ISBN: 978-1119978541• Mintzberg H, Quinn J. and Ghoshal S (2013) <i>The Strategy Process</i> Prentice Hall, UK, (5th ed) ISBN: 9780273716280 |
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Recommended reading:

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| <ul style="list-style-type: none">• De Wit and Mayer (2010) <i>Strategy</i> CENGAGE Learning Business Press; (4th revised ed)• Lynch R. (2006) <i>Corporate Strategy</i>, (4th edn) Pitman Publishing, London• Rosen R (1995) <i>Strategic Management: An Introduction</i>, Pitman, UK• Stacey R. (2010) <i>Strategic Management and Organisational Dynamics</i>, (6th ed) Pitman, UK ISBN: 978-0273725596• Christopher.M., (2010), <i>Logistics and Supply Chain Management, Strategies for Reducing Cost and Improving Service</i>, (4th ed). London: Pearson Education. ISBN: 9780273731122• Bozarth, C and Handfield, R (2012). <i>Introduction to Operations and Supply Chain Management</i>. (3rd ed). London: Pearson Education. ISBN: 978-0273770084 |
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Access to Specialist Requirements

None

Module Title
Research Methodologies

Teaching Period	Pre-requisites
	None

Assessment Methods		
Assessment Type	Duration/Length of Assessment Type	Weighting of Assessment
Literature/Evidence review Report	2000 words maximum	50%
Research Design Proposal Report	2000 words maximum	50%

Aim(s)
<p>The module aims to:-</p> <ul style="list-style-type: none"> • A fully comprehensive and critical knowledge base covering the essential principles, practices and processes related to the rigorous and rational identification, selection, design, analysis, evaluation, implementation and completion of a major piece of academic and/or business and management related research in an appropriate discipline related field of enquiry • The theoretical and practical concepts, procedures, aspects of research design and formulation of research methodologies, which are required to undertake and bring to completion a critically evaluative, sustained and focussed piece of research within the management, business, or cognate discipline areas, including the considered handling of a variety of evidential typologies and sources of evidence, ethical issues and contemporary interpretive applications • Knowledge and critical understanding of qualitative and quantitative research methods and in the selection and use of appropriate and rigorous research approaches including phenomenological; experiential; data referenced evidence sources; descriptive and inferential statistics; questionnaire design and evaluation; data analysis and advanced qualitative research methods

Learning Outcomes

Upon successful completion of this module students will be able to:

- Apply and develop the necessary analytical and critically focussed interpretive approaches towards an identified field of research enquiry and the handling of research evidence requirements within an appropriately identified methodology
- Identify, plan, and subsequently carry out to completion within agreed timescales and using relevant methodology and evidence, an acceptable evidence review and research design proposal which address and critically explore a research question, theme, topic or field of enquiry including the critical evaluation of the research of others in order to assess its value to the furtherance of the study and practice of business and management
- Formulate research questions and describe and critically evaluate differing research methods, including the formation of hypotheses, or other research models, or paradigms and justify the selection and use of specific research methodologies
- Communicate effectively the planning and origination contexts for a research project in business and organisational contexts, and the results of research focussed activities, in numeric, oral, visual, and literary form and using appropriate media and technologies, to a variety of audiences and stakeholders, using appropriate business language, terminology, and concepts
- Use a variety of means and appropriate communications media and presentational conventions and technologies to effectively present the basis on which research projects are identified, and within which research activities can be conducted in business and management and cognate discipline and subject areas, including in:- experiential and practice based research; the theoretical application of research in business and organisational environments; the relationship between theory and practice and theory into practice in research projects; the use of methodologies and qualitative and quantitative evidence
- Comprehend, critically evaluate and form conclusions on the differentiations existing between research approaches, and the integrational relationships and conceptual choices and opportunities which may be identified in the design of research projects and in the selection of research methodologies and their application
- Critically appraise the importance of, and the definitions and nature of, primary and secondary data, and be able to form judgments on and plan for (a) the selection, collection, or creation of evidence and data for interpretation and evidential and data analysis; and (b) critically analyse, interpret and manipulate data and evidence, and (c) synthesis results and interpretation of data and form conclusions from this process
- Critically analysis, evaluate, and come to informed judgments on the application and suitability of research methods as they are used in research design and evaluate the appropriateness of their application, use, and value in differing aspects of business functions and requirements
- Assimilate and review an appropriate range of evidence sources, theoretical, experiential, literary references and form judgements on the use of these in planning and organising research activity

- Exercise critical judgment based on rational determination of a suitable project area for undertaking to completion a major research focused project within the field of business, or management, or a cognate discipline area of focus
- Critically reflect on, identify and undertake the planning of research projects, the selection of methodological approaches which are to be utilised within research projects: the evaluation of evidential sources and varied aspects of data, and conduct to a conclusion, the robust and rigorous evaluation of a research project within the business, management or cognate fields of enquiry

Learning and Teaching Delivery Methods

A variety of teaching approaches is used, including lectures, seminars, teamwork (within discussion groups) and extensive use of electronic resources for guided research.

	STUDY HOURS
Lectures	48
Seminars	16
Directed learning	48
Independent learning	188
Total study hours	300

Indicative Content

Research in Business Studies and Management Areas

- The essence of research design- Introduction to the Concepts and Purpose of Research
- Getting Started and Keeping Going -Time Management/Reading Academic Papers
- The Importance of Reflection throughout – The Learning Journal

Research Design

- The Research Sequence - Research Design
- Identifying the Research Area and the Research Topic – How does it “Fit”? (-with career intentions; with professional intentions)
- The Proposal - Feasibility and Applications
- The Hypotheses The Logic and Language of Research
- Alternative models and paradigms

Defining the Research Plan

- Defining the Methodology and the Approach
- The Approach - Descriptive; Explanatory; Exploratory Approaches
- Writing the literature review
- Use of research literature databases/research evidence

Comparative methods

- Qualitative Research Analysis, Synthesis and Interpretation. Introduction to the systematic processes involved in conducting rigorous qualitative research.
- Qualitative Approaches:- Data, Bounding Variables, Applicable Theory, Analysis, Evaluation, Judgments and Applications
- Quantitative Approaches and Methods Measurement and Sampling. Understanding fundamental measurement and sampling issues involved in quantitative data analysis. Statistical Inference; statistical significance; principles of Hypothesis Testing.
- Practical Quantitative Research Workshop; the selection and use of appropriate statistical analyses: SPSS as a computer statistics package
- Revision of basic descriptive and inferential statistics
- Essential statistical procedures

Relevant information and the *relevance* of Information

- Access and the management of Sources and Data
- The Literature and Source Review, Search Conventions, Access to Sources, Primary and Secondary Sources
- Data Concepts, Data Collection, Analysis and Interpretation
- Fieldwork – How to Carry out and Organize Fieldwork
- Interviewing – Structured; Unstructured
- Questionnaire design, construction and evaluation
- Designing and running psychological experiments

Research Ethics

- Ethics Policies, Intellectual Property and Moral Integrity

The Critical Analysis

- Writing styles; Referencing Sources; Editing
- The setting out of Conclusions
- The Presentation of Findings – Methods and Contexts

Getting the most out of Supervision:

- The role and expectations
- The Supervision process
- Individual Research and Team Work in Research.

The responsibility of the Researcher and Researchers

Recommended Reading & Required Reading

Core Text:

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| <ul style="list-style-type: none">• Bryman, A. and Burgess, A. (2011) <i>Business Research Methods</i>, Oxford, OUP• Saunders, M.N.K., Lewis, P., and Thornhill, A. (2009) <i>Research Methods for Business Students</i>; FT Prentice Hall• Easterby-Smith, M. Thorpe, P. & Lowe, A. (2012) <i>Management Research an Introduction</i> (4th ed) Sage ISBN: 9780857021175 |
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Recommended reading

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| <ul style="list-style-type: none">• Blunch, N. (2012). Introduction to structural equation modelling using IBM SPSS statistics and AMOS (2nd) London: Sage. ISBN: 978-1446249000• Byrne, B. M. (2009). <i>Structural Equation Modeling with AMOS: Basic Concepts, Applications and Programming</i>. London: Routledge Academic.• Cohen, J. (2003). <i>Applied multiple regression/correlation analysis for the behavioural sciences</i>. London: Laurence Erlbaum.• Field, A. P. (2013) <i>Discovering Statistics using IBM SPSS Statistics</i> (4th ed) London: Sage. ISBN: 978-1446249185• Dancey, C.P. & Reidy, J.G. (2011). <i>Statistics without maths for psychology</i> (5th ed), Prentice Hall. ISBN: 978-0273726029• Smith, J.A., & Osborn, M. (2008). <i>Interpretative phenomenological analysis</i>. In J.A. Smith (Ed.), <i>Qualitative psychology: A practical guide to methods</i>. London: Sage.• Smith, J.A., Flowers, P., & Larkin, M. (2009). <i>Interpretative phenomenological analysis: Theory, method and research</i>. London: Sage• Jankowicz, A.D., (2004) <i>Business research projects</i>, (4th ed) Thomson Learning |
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Access to Specialist Requirements

None

Module Title
Corporate Finance

Teaching Period	Pre-requisites
	None

Assessment Methods		
Assessment Type	Duration/Length of Assessment Type	Weighting of Assessment
Examination	2 hours	100%

Aim(s)
<p>The module aims to:-</p> <ul style="list-style-type: none"> • A comprehensive critical examination, analysis, and evaluation of the theory, practice and factors which constitute corporate finance as a discrete and foundation area of activity and the intergrational environment within which corporate finance operates including: - principles of corporate financial decisions and decision making; organisational and institutional definitions, applications and utilisation of corporate finance; alternative models of approach towards corporate financial thinking and analysis; sources of corporate finance ad financing; the relationship between corporate financial strategy and the development of the business or organisation; alternative sources, advantages, disadvantages and planning considerations in the corporate financial and strategic planning areas for the company/organisation; corporate investment decision making and alternatives; risk evaluation, impact evaluation and corporate management of these factors; market evaluation and shareholder value concepts; differentiated corporate and sector market analysis • A comprehensive understanding of the key concepts, tools, techniques, conventions and environmental contexts of operation in which the contemporary corporate financial manager and corporate finance operates and their relationship to the corporate planning strategy of an organisation or business entity and the wider operational environments

Learning Outcomes

Upon successful completion of this module students will be able to:

- Model alternative corporate financial and investment related situations, and opportunities within specific or emerging organisational or environmental scenarios, and apply this analysis to the formation of corporate financial strategies, decision making alternatives, and policy development within businesses and organisations
- Undertake investigative analysis and evaluation of a variety of corporate investment and financial contexts and data, including investment appraisal; financing appraisal; risk and impact modelling appraisal; opportunity identification including problem identification, problem resolution scenarios; project evaluation planning; corporate project life cycles; and apply and use this analysis and evaluation in identifying appropriate corporate business strategy(s)
- Critically explain and apply models of, and for, corporate decision taking note of institutional environments as these are related to corporate finance utilisation and planning and the consideration of the sources of finance available to an organisation
- Effectively and rigorously describe, discuss and present, through the use of appropriate media, using required professional conventions and standards of reporting and presentation, and to appropriate audiences or stakeholders: -specified analytic and evaluative reports and modelled recommendations on business policy development and on integrated corporate financial planning decisions; strategic business planning and related specialist corporate investment strategy; analyses of corporate investment examples and alternative approaches and choices based on investment appraisal, opportunity appraisal, and risk alleviation and management of risk; proposals for emerging and sustainable corporate financial strategies and evaluation of opportunities in specific organisational, business and investment sectors and contexts
- Critically review and communicate to specified audiences, using required reporting conventions, and within professional marketing framework conventions their analysis, interpretation and conclusions, on a variety of corporate financial strategies and proposals including the formulation of new strategies and development proposals
- Undertake critical evaluation and make informed judgements, form conclusions and make recommendations on the advantages and disadvantages of alternative sources of organisational corporate finance as these relate to corporate development scenarios and as and how these contribute to organisational growth including:- investment, financing, and dividend policies development and strategies; capital cost and capital structures, and the conceptual and practical rationales for these and their application in specific or ambiguous operational business environments.
- Consider the theoretical and applied contexts for an organisations investment, financing and dividend policies and strategies and formulate decisions, judgments and recommendations based on their analysis of complex sources of evidence including the alignment of finance, financial planning, financial decision making, and strategy to concepts of delivering shareholder value and company growth

- Conceptually and practically value a company and come to informed judgements using a variety of sources of information regarding the potential for company development, investment contexts and priorities for a company within defined or emerging situations
- Undertake critical analysis of a variety of specific or generic corporate financial investment and development exemplars drawn from theory or practice and demonstrate the ability to exercise rational and effective classification within these scenarios of decision making on matters related to:- prioritising choices for business investment projects; and/or for the allocation of resources within an organisation; and/or for contemporary or future strategic directions
- Undertake corporate financial and investment planning activities within a variety of frameworks of reference; business and organisational contexts; and sectors of commercial activity
- Select and appraise corporate financial strategic options including opportunity options; risk evaluation; investment options; problem identification and resolution scenarios; financial problems and/or financial opportunities; as these may be related to the life cycle contexts of organisations and businesses

Learning and Teaching Delivery Methods

A variety of teaching approaches are used, including lectures, seminars, case analysis, teamwork and extensive use of electronic resources for guided research.

	STUDY HOURS
Lectures	24
Seminars	8
Directed learning	32
Independent learning	93
Total study hours	200

Indicative Content

- Investment decisions
- Investment project appraisal
- Capital structure and corporate value, cost of capital
- Debt financing
- Equity financing
- Risk management and hedging
- Financial derivatives and options
- Shareholder value

Recommended Reading & Required Reading
<p>Core Text:</p> <ul style="list-style-type: none"> Berk, J. & DeMarzo, P. (2013) <i>Corporate Finance</i>, (3rd ed), Pearson Education ISBN: 9780273792277 <p>Recommended reading</p> <ul style="list-style-type: none"> Boakes, K. (2010) <i>Reading and Understanding the Financial Times Updated for 2010-2011</i>, (2nd ed), Financial Times Prentice Hall (e-book) Brealey, R.A. & Myers, S.C. (2013) <i>Principles of Corporate Finance</i>, (11th global ed), McGraw-Hill ISBN: 978-0077151560 McLaney, E. (2011) <i>Business Finance</i>, (9th ed), FT/Prentice Hall ISBN: 9780273750451 Nobes, C. & Parker, R. (2012) <i>Comparative International Accounting</i>, (12th ed), Financial Times Prentice Hall ISBN: 978-0273763796 Ross, S.A., Westerfield, R.W., Jaffe, J.F. & Jordan, B.D. (2013) <i>Corporate Finance Core Principles and Applications</i>, International Edition, (4th ed), McGraw-Hill ISBN: 9780077861650 Vernimmen, P., Quiry, P., Dallochio, M., Le Fur, Y. & Salvi, A. (2011) <i>Corporate Finance Theory and Practice</i>, (3rd ed), John Wiley & Sons Ltd. ISBN: 978-1-119-97558-8 Watson, D. & Head, A. (2013) <i>Corporate Finance Principles & Practice</i>, (6th ed), Financial Times Prentice Hall ISBN: 9780273762874

Access to Specialist Requirements
None

Module Title
International Marketing Management

Teaching Period	Pre-requisites
	None

Assessment Methods		
Assessment Type	Duration/Length of Assessment Type	Weighting of Assessment
Examination	2 hours	100%

Aim(s)
<p>The module aims to:-</p> <ul style="list-style-type: none"> • Considers and critically examine the adaptations needed when marketing outside national boundaries. • Discuss and evaluate the differences and distinctions which may apply or be activated or applied when considering cultures and marketing in a variety of differing cultures internationally • Consider the implications of product and marketing modifications necessary in a variety of situations internationally • Assess and analyse study of various world regions and their consumption, terrain, demographics, and geographics as they influence marketing practices. • Examine and evaluate concepts and practices in international marketing, with a particular emphasis on globalisation and how it affects the marketing activities of a firm/organisation. This examination includes for example;- global marketing to foreign environments and the formulation of global marketing strategy. • Evaluate the major trends in contemporary marketing strategy within international business.(e.g. the effects of on shoring and back shoring on marketing strategy and national concepts of market ownership and product/service ownership) • Provide students with an understanding of marketing in a multinational, multicultural environment; • Develop the students skills in strategic decision-making in international marketing contexts.

Learning Outcomes

Upon successful completion of this module students should be able to:

- Critically evaluate environment influences on international marketing
- Define and evaluate market research methodologies and discuss their strategic value and effectiveness in relation to specific marketing objectives including in International marketing contexts
- Understand and critically assess the dynamic environmental factors and forces that may influence and impact upon the marketing activities of organisations in national, regional, international, and global contexts
- Understand and be in a position to critically evaluate the key success factors which impact upon success and failure in international market entry and international market development
- Comprehend and determine the approaches to international market comparative analysis
- Identify and define marketing problems and propose effective marketing solutions through understanding case study solutions and current and potential future marketing scenarios particularly in regional, national, international and global contexts and examples
- Identify and propose effective international marketing strategies which may be implemented or evaluated against extant models including the ability to design and develop an international marketing plan
- Understand the requirements of operating in a marketing led context in an international, regional, national or global business environment

Learning and Teaching Delivery Methods

A variety of teaching approaches is used, including lectures, seminars, case analysis, teamwork and extensive use of electronic resources for guided research.

	STUDY HOURS
Lectures	24
Seminars	8
Directed learning	32
Independent learning	93
Total study hours	200

Indicative Content

- The go international decision
- Critical success factors for international market development
- Financial considerations for market development
- International comparative analysis
- The international marketing plan
- The international marketing mix decisions
- Integrated international marketing strategy

Recommended Reading & Required Reading

Core Text:

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| <ul style="list-style-type: none">• Cateora, P.R. & Graham, J.L. (2009) International Marketing McGraw Hill |
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Recommended reading:

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| <ul style="list-style-type: none">• Czinkota, M.R. & Ronkainen, I.A. (2006) International Marketing Harcourt• Jeannet, J.P. & Hennessey, H.D. (2005) Global Marketing Strategies Houghton Mifflin• Bridgewater, S & Egan, C (2002) International Marketing Relationships Palgrave• Keegan, W.J. & Green, M.C. (2007) Global Marketing Prentice Hall |
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Access to Specialist Requirements

None

Module Title
Financial Markets and Investment Analysis

Teaching Period	Pre-requisites
	None

Assessment Methods		
Assessment Type	Duration/Length of Assessment Type	Weighting of Assessment
Assignment	2000 words maximum	100%

Aim(s)
<p>The module aims to:-</p> <ul style="list-style-type: none"> • A comprehensive discussion and specialised analysis of the knowledge base which constitutes the basis for understanding:- the theory and concepts existing within differing market structures and related sectoral/segmental economic activity (including consideration of globalisation issues); how capital markets and financial institutions work within regional and globalised environmental frameworks; concepts of economic and market change, change impact scenarios, exemplars and case studies; external and internal impacts on economic and market activities; the concepts of change and its impact within the wider effects which environmental circumstances have on markets and financial institutions; market structures and economic models and their functions and position in societies; markets and political, economic, societal, technological, environmental contexts and their relationship to economic activities in local/regional/national and global contexts • A critical understanding of the impact which wider economic and environmental changes, have on both markets and financial institutions and on the position of individual business enterprises, companies and organisations and their related financial and corporate planning activities, operational, strategic and budget and fiscal planning decisions and finance decisions • A critical discussion and analysis of the concept of change within market and economic activities and the impact and effects which the concept, theory, and reality of change (e.g. globalisation) is having on the operation of markets and economies and on the view which exists of markets, financial institutions, investment analysis thinking, investment practicalities, and ethics

Learning Outcomes

Upon successful completion of this module students should be able to:

- Critically evaluate the contexts in which current markets operate and the concepts, theories and practical applications which are used to explain contemporary market workings and activity, currencies, structures, and economic circumstances (including change concepts in economies and markets), and apply these to a critique of how businesses, organisations and value systems operate in today's environments and to modelled solutions for particular circumstances and examples.
- Critically discuss, model and apply to specified circumstances and examples the concepts underpinning the role of interest rates and markets, including their term structure and the changing wider implications of these factors within wider global frameworks and changing organisational and business environment contexts
- Evaluate, appraise and critically discuss the efficient market hypothesis and portfolio theories and the manner in which these may be mapped against and applied within case study examples and models
- Effectively and rigorously describe, discuss, debate and present, through the use of appropriate media, using required professional and/or regulatory conventions and standards of reporting and presentation, and to appropriate audiences or stakeholders: - specified analytic and evaluative reports and recommendations on the impacts which change circumstances and contexts are making to markets and market identities and activities; to the theories and concepts which relate to current and emerging understanding and interpretation of economics and economic activities; to the working of money and associated investment markets; to ethical, moral, currency, and risk management principles and scenarios for organisations and businesses; to portfolio theory, risk and moral hazard, and change management; and to the role, responsibilities and function of financial institutions within global contexts
- Critically review and communicate to specified audiences, using required reporting conventions, and within professional market and economically focussed reporting conventions their analysis, interpretation and conclusions, on a variety of models and change management concepts related to markets, economies and contemporary related factors proposals and strategies
- Comprehend, critically analyse, evaluate and synthesise conclusions and formulate rigorous and rational judgments on the complex nature of, and relationships between, financial markets, currency contexts, financial products, and related economic activity, and between practice, policy formulation and application, and their continuing development in response to contemporary contexts
- Evaluate the theoretical and practical contexts of market systems and related economic and fiscal changes and contemporary challenges for organisations, and articulate critically informed judgments based on a rational consideration and synthesis of evidence on how markets utilise funds and operate within risk environments within global and individualized relationships:- including a consideration of the ethical and contemporary issues which contribute to this area of debate
- Critically evaluate, interpret and form conclusions on issues relating to the globalisation of business and contemporary themes of interpretation and re-alignment within markets and

financial and economic frameworks; including the assessment of alternatives for financial sourcing, risk analysis contexts, and organisational sustainability within a global financial context

- Critically reflect on, determine and evaluate the continuing interrelationship between market identities and their workings and operation, financial markets and structures, economic frameworks and the changing role, responsibilities, relationships and functions within markets and related economic activities
- Determine and undertake the required self critical research and planning required in order to be able to contextualise and monitor the future relationships existing within:- financial market structures and between financial products and within global currency contexts; in financial risk analysis and ethical and moral fields; within portfolio development and international business and financial operations

Learning and Teaching Delivery Methods

A variety of teaching approaches is used, including lectures, seminars, case analysis, teamwork and extensive use of electronic resources for guided research.

	STUDY HOURS
Lectures	24
Seminars	8
Directed learning	32
Independent learning	93
Total study hours	200

Indicative Content

- Financial market structures
- Financial products
- The relationship between economic events, interest rates and foreign currency
- Moral hazard
- An assessment of financial risk analysis
- Workings of the capital markets
- Workings of the money markets
- EMH / Portfolio theory
- International finance

Recommended Reading & Required Reading

Core Text:

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| <ul style="list-style-type: none">• Mishkin, F.S. & Eakins, S.G. (2011) <i>Financial Markets and Institutions</i>, (7th ed), Pearson International Edition ISBN: 9780273754442 |
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Recommended reading

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| <ul style="list-style-type: none">• Boakes, K. (2010) <i>Reading and Understanding the Financial Times Updated for 2010-2011</i>, (2nd ed) Financial Times Prentice Hall• Bodie, Z., Kane, A. & Marcus, A.J. (2013) <i>Investments</i>, (10th ed), McGraw-Hill ISBN: 9780077861674• Fabozzi, F.J., Modigliani, F. & Jones, F.J. (2013) <i>Foundations of Financial Markets and Institutions</i>, (4th ed), Pearson New International Edition ISBN: 9781292021775• Howells, P. & Bain, K. (2007) <i>Financial Markets and Institutions</i>, (5th ed), Pearson Education• Hull, J.C. (2012) <i>Risk Management and Financial Institutions</i>, (3rd ed), John Wiley & Sons ISBN: 978-1118269039• Mishkin, F.S. (2012) <i>The Economics of Money, Banking and Financial Markets</i>, (3rd ed) The Business School Edition: International Edition ISBN: 9780133047936 |
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Access to Specialist Requirements

None

Module Title
International Business

Teaching Period	Pre-requisites
	None

Assessment Methods		
Assessment Type	Duration/Length of Assessment Type	Weighting of Assessment
Examination	2 hours	100%

Aim(s)
<p>The module aims to:-</p> <ul style="list-style-type: none"> • A comprehensive and critical examination, discussion, and analysis of the operational and strategic international and globalised arenas in which companies, businesses and organisations can undertake their activity with particular reference to contemporary operating environments including the political, social, economic, technological, learning and environmental contexts and other configurations which apply to cross-border / cross-nationality commercial activity, generic and sector specific trade activities, and changing and conventional investment and technological contexts • A comprehensive consideration, critique, evaluate and discussion of the roles of national policies, cultures and cultural identities, business systems and the evolution of international commercial activities in goods, concepts, virtual capital values, services and finance, and the super-national mechanisms and infrastructures for trade, investment, and finance • An analyse and evaluation of the role of international organisations, businesses, companies and firms including their strategies, operational ethos, ethics and organisational design; their opportunity creation, rationales, and enterprise entry modes within international and non-international activities; organisational cultures and behavioural and control systems; decision making and leadership cultures • An overview and analyse of the contexts, concepts, theories and interpretation of globalisation, integration and change within contemporary business and commercial activity

Learning Outcomes

Upon successful completion of this module students should be able to:

- Apply, research, classify and devise models for the evaluation, planning and implementation of international strategies for businesses and organisational enterprises using appropriate research frameworks and taking cognisance of contemporary operational contexts, theories and concepts, and extant and emerging practice
- Define, analyse, interpret and critique how contemporary international businesses undertake and conduct their activities and apply this critique to the formulation of effective international business activities, including the consideration of:- contemporary and emerging issues, opportunities and barriers related to international trade activity; the concepts of investment, underlying and supportive strategies including foreign and alternative investments strategy; volatility and dynamics in international commercial activities and globalised contexts; crisis, logic, irrationality and rationality in international and globalised commercial and trade activity; conflict concepts and impact in globalised and international business activity; political conflict, financial crises, technological change within commercial and business activities; case studies in opportunity, barriers, volatility, unpredictability, and change management within the focus of specific and generic circumstances (e.g. the sovereign debt crisis; the Euro Crisis: downturn-upturn; national and regional cycles; recession; etc)
- Effectively and rigorously describe, critically discuss and present, through the use of appropriate media, using required professional conventions and standards of reporting and presentation, and to appropriate audiences or stakeholders: -specified analytic and evaluative reports and modelled recommendations on international business strategy and policy development as these relate to the multinational business entity; multinational business operating structures and conventions and cultures; the conducting of cross-border commercial, trading and investment activities; the international contexts of globalised operations
- Critically review and communicate to specified audiences, using required reporting conventions, and within professional commercial frameworks and conventions their analysis, interpretation and conclusions, on a variety of corporate international trading strategies and proposals including the formulation of new strategies and the development of proposals
- Comprehend, critically analyse, evaluate and synthesise conclusions and formulate rigorous and rational judgments on the complex nature of, and relationships between the different modes of engagement with international trade and commercial markets and explore and form conclusions on the interconnectedness between these and the economic, legal, governmental, political, regulatory, cultural and other environments in which expanding companies operate
- Critically conduct research on, and evaluate the features, characteristics, theoretical and practical contexts of international business and commercial trade operations and related contemporary challenges for organisations, and form conclusions and articulate critically informed judgments on international strategies within multinational organisations based on a rational consideration and synthesis of evidence
- Critically evaluate, interpret and form conclusions on issues relating to the globalisation of business and contemporary themes of interpretation and re-alignment within international frameworks of commercial, investment and trading activities

- Critically reflect on, determine, and evaluate the variations and importance of the relationships between theoretical and practical research activity in operating in international business areas of activity; the management of complexity and strategy in international trading and commercial activity including taking account of the political, social, economic, technological, learning and environmental configurations which contribute to the makeup of international business, enterprise and environmental activity in the contemporary world
- Determine and undertake the necessary strategic and operational international business planning required for the successful development and implementation of international business activity
- Discuss and evaluate the impact of contemporary events and contexts and of current events/affairs and how these impact on international businesses through case study examples and specific contemporary examples

Learning and Teaching Delivery Methods

A variety of teaching approaches is used, including lectures, seminars, case analysis, teamwork and extensive use of electronic resources for guided research.

	STUDY HOURS
Lectures	24
Seminars	8
Directed learning	32
Independent learning	93
Total study hours	200

Indicative Content
<ul style="list-style-type: none"> • Introduction to the contexts, concepts, theory and practices which identify and categorize contemporary international business activities • Impacts, trends, and forces for and against globalisation and the internationalization of commercial activity • Concepts, theories and practices of international and globalised trade and commercial activity • The contexts of foreign exchange and the international monetary system • The regulatory environment: Political, legal and human resources management contexts • The cultural environment – opportunities and barriers for cultural, critical and creative thinking in understanding the cultural and enterprise environment • Drivers and barriers for international business • International concepts, positioning, opportunity and entry strategies; barrier and regression contexts; change and sustainability • The concepts and practices for International joint ventures/globalised strategy • Practical contexts and requirements – Identity and preparations in organisational planning for international business: - the international business plan

Recommended Reading & Required Reading
<p>Core Text:</p> <ul style="list-style-type: none"> • Daniels, Radenbrough and Sullivan (2012) <i>International Business</i> (14th ed) Pearson ISBN-13: 978-0273766957 <p>Recommended reading</p> <ul style="list-style-type: none"> • Cavusgil, S., Knight, G., Riesenberger, J.R. (2013). <i>International Business: Strategy, Management and the New Realities</i>. (3rd ed) Upper Saddle River: Pearson/Prentice Hall. ISBN: 9780273788188 • Hill C (2012) <i>International Business: Competing in the Global Marketplace</i> (9th ed) McGraw Hill Education ISBN: 978-0077140656 • Kelly, P. (2009) <i>International Business and Management</i> Cengage Learning • Bartlett C and Ghoshal S (2003) <i>Transnational Business: Text and Cases</i> McGraw-Hill Education • Bartlett C and Ghoshal S (2013) <i>Transnational Management: Text, Cases and Readings in Cross-Border Management</i> McGraw-Hill Education ISBN: 9781259010590 • Gooderham P and Nordhaug O (2003) <i>International Management: Cross-boundary Challenges</i> Blackwell Publishers • Porter M.E. (1998) <i>Competitive Advantage of Nations</i> Palgrave Macmillan • Trompenaars F and Turner C.H. (2012) <i>Riding the Waves of Culture: Understanding Cultural Diversity in Business</i> (3rd ed) Nicholas Brealey Publishing Ltd. ISBN: 978-1904838388

Access to Specialist Requirements
None

Module Title
International Marketing Management

Teaching Period	Pre-requisites
	None

Assessment Methods		
Assessment Type	Duration/Length of Assessment Type	Weighting of Assessment
Examination	2 hours	100%

Aim(s)
<p>The module aims to:-</p> <ul style="list-style-type: none"> • A comprehensive and critical examination of the theories, practices, concepts and activity areas which make up international marketing in the contemporary world environment including the factors and contexts which constitute globalisation and the international operating environments related to the marketing activities of a business entity or other organisations. This examination, analysis and critical evaluation includes;- global marketing critique and critical thinking within non-home based foreign environments; the formulation of global marketing strategy and the contexts of positioning and re-positioning within complex international change environments; flexibility in marketing strategy and responsiveness to regional/national/international cultural variations; concepts of marketing success and strategy in differing cultural, political, social, economic, technological, and environmental contexts. • A critique, examination, analysis, and evaluation of the significant trends, emphases and change scenarios and their impact within contemporary marketing thinking and strategy within international business environments including:- the effects and impacts of on-shoring and back-shoring on marketing strategy and national concepts of market ownership and product/service ownership; multinational and international market led strategy development; multicultural environmental market operations; market research contexts and challenges within globalised markets; resistance and opportunity theory and practice within international/global marketing; creative thinking within international marketing development discipline areas; theory and practice in globalised marketing and international economies; opportunities, barriers, and marketing critique within globalised markets; new technologies and new communications and their impact on marketing strategy.

Learning Outcomes

Upon successful completion of this module students will be able to:

- Undertake critical analysis and evaluation of international marketing opportunities, contexts, and strategies within the globalised business environment and apply this to the formulation of international marketing strategies for businesses, and for particular sector and organisational requirements, in specified and emerging international situations and within particular operational circumstances
- Critically examine, define and apply the globalised and changing approaches to marketing critiques, theory, practice, applications, research, change management, modification and management approaches which are required when marketing within the globalised international sphere and outside national boundaries
- Apply a critique of market led strategic change within globalised business activity to the development of marketing research, marketing planning, and delivery of marketing objectives for businesses intending to or already operating within international and globalised markets
- Apply current theories and practices within globalised marketing strategy to the formulation of international strategy for a business enterprise or organisation, for a sector specific or generic purpose and to meet intended/identified objectives
- Effectively and critically present and communicate orally, and through the use of appropriate media, to identified audiences and stakeholders:- the key features, characteristics, concepts and theories which contribute to the identity and make up of globalised marketing activities and contexts of operation; on marketing within multicultural, multinational contexts; on change-led scenario thinking and causes of impact and change within marketing activities in contemporary business environments; on PESTLE contexts within globalised business and market led activities; on international market led strategic planning and market responsiveness; and on international market strategy formulation, implementation, management, and the consequent sustainability of international strategic marketing and positioning in business environments
- Effectively communicate the opportunities for international and globalised marketing activities, and the results of critical analysis and evaluation of the contexts, formulation, development, implementation and outcomes of the effective management and implementation of globalised marketing activities
- Understand and be in a position to critically evaluate and make informed judgments, determine conclusions, and make recommendations on the development and implementation of globalised marketing strategy within business sectors and synthesis the outcomes of research to identify the key success factors which impact upon success and failure in international/globalised market initiation, planning, entry, maintenance, life cycles, flexibility, and sustained globalised market strategies
- Critically evaluate, reposition, and align, the requirements for marketing research and analysis within globalised, international/non-international marketing and sector strategies, and make informed judgments on the choices, barrier contexts, and opportunities available to an organisation within the complexity of contemporary marketing activities necessary in a variety of situations internationally

- Assess the differentiated marketing opportunities available within multicultural, multinational operating environments and comprehend and determine the approaches required within comparative international markets and PESTLE contexts and circumstances
- Identify and define the required approaches and marketing led strategies required to effectively identify, plan, implement and monitor globalised marketing activities in particular business and organisational sectors in regional, national, international and global contexts
- Contribute to the development of strategic decision-making in international/globalised marketing contexts and critically evaluate the ongoing complexity of environmental influences on international marketing decision making, globalised marketing strategy, and business and organisational development and sustainability

Learning and Teaching Delivery Methods

A variety of teaching approaches is used, including lectures, seminars, case analysis, teamwork and extensive use of electronic resources for guided research.

	STUDY HOURS
Lectures	24
Seminars	8
Directed learning	32
Independent learning	93
Total study hours	200

Indicative Content

- The concepts, theories, practices, identity and make up of Marketing within globalised business activity
- Organisational decision making; creative, critical and rational decision making within international business contexts and globalised economies
- Critical success factors for international market development
- Financial considerations for market development
- International comparative analysis
- Globalisation, market research, market analysis and sensitivity requirements
- Multicultural, multinational and PESTLE issues in globalised marketing
- Opportunities, barriers and change contexts in global marketing
- The contexts for the international marketing plan and associated decision making
- The contexts for the international marketing mix decisions
- Marketing strategy and the international contexts of differentiation
- Market led strategic change in globalised markets
- Integrated international marketing strategy
- New technologies and new conventions of communications within marketing strategies and the global business environment

- Contemporary trends and discernible themes in globalised marketing

Recommended Reading & Required Reading

Core Text:

- Cateora, P.R. & Graham, J.L. (2012) *International Marketing* (16th ed) McGraw Hill ISBN: 9780073529974

Recommended reading

- Czinkota, M.R. & Ronkainen, I.A. (2013) *International Marketing* (10th edn) Harcourt ISBN: 9781133627517
- Jeannet, J.P. & Hennessey, H.D. (2005) *Global Marketing Strategies* Houghton Mifflin
- Bridgewater, S & Egan, C (2002) *International Marketing Relationships* Palgrave
- Keegan, W.J. & Green, M.C. (2013) *Global Marketing* Prentice Hall ISBN: 9780273768685

Access to Specialist Requirements

None

Module Title
Strategic Marketing

Teaching Period	Pre-requisites
	None

Assessment Methods		
Assessment Type	Duration/Length of Assessment Type	Weighting of Assessment
Assignment	2000 words maximum	100%

Aim(s)
<p>The module aims to:-</p> <ul style="list-style-type: none"> • A critical and comprehensive overview of the framework of knowledge and the concepts, theories, practices, applications and models which contribute to strategic marketing activities, the design of marketing strategy at the corporate level of an organisation, and the functional areas which contribute to the discipline of strategic marketing in contemporary businesses and organisational practices • A critical discussion, analysis and evaluation of the contributory role, identity and function of strategic marketing and particularly market-led change strategies and their contribution to the development of overall business and enterprise strategy within organisations • A comprehensive analysis of strategic marketing opportunities and differentiated strategic marketing approaches, positional development processes, and the formulation of strategic marketing plans, in diverse organisational types, differentiated markets, and in differing contexts and frameworks of operation • A critical analysis of the marketing functions in different organisational or environmental contexts including in a range of industry sectors, and in international and national/regional contexts

Learning Outcomes

Upon successful completion of this module students should be able to:

- Identity, define, analyse, interpret and apply contemporary concepts and theories on marketing strategy and contemporary marketing practices, to the design, development, planning and implementation of strategic marketing plans including consideration of their contribution to the corporate strategy of an organisation or business enterprise
- Critically discuss and determine an understanding of the strategic marketing planning process within organisations and devise, design, develop, assess, and apply marketing strategies in response to competitive marketing opportunities and marketplace activities including the devising of comprehensive marketing plans in response to specifications, business objectives, and strategic contexts
- Undertake and apply situational analysis to the design of market-driven strategies and their translation into marketing programmes and strategic marketing plans including consideration of contemporary technological and media developments (e.g. digital marketing strategies, digital age marketing concepts and practices, social media marketing), and through case study examples discuss their success, failure, and contributions to the activity areas of contemporary and future marketing activities
- Define and apply market access and barrier analysis to key marketing activities and strategic markets and apply and model findings in terms of limitations; contributions and worth; the formation of marketing strategy; assessment and determination of strategy critical issues to be confronted in implementing and managing market-driven strategies
- Critically define market research methodologies and discuss their strategic value and effectiveness in relation to specific marketing objectives
- Effectively and critically present and communicate orally, and through the use of appropriate media, to identified audiences and stakeholders, the key features and characteristics which contribute to contemporary concepts and theories on the identity and make up of strategic marketing; on marketing led strategic change and development and impact within organisations; on market led strategic planning and market responsiveness; and on market strategy formulation, implementation, management, and the consequent sustainability of strategic marketing in business environments
- Effectively communicate the results of critical analysis and evaluation of the contexts, formulation, development, implementation and outcomes of the effective management and implementation of strategic marketing activities in an organisation including the relationships between corporate strategy and market led strategy including within contextual and circumstantial change management scenarios
- Effectively communicate understanding of the relationship between strategic marketing and the concepts and formulation of strategic decision-making and operational decision-making within an organisation or business entity to appropriate audiences and stakeholders using relevant media and methods of communication
- Evaluate, critically analyse, and form rational and evidence based judgements on the role, functions, application and contributions which strategic marketing contributes to the corporate strategy and development of business, and their contribution to success within

an enterprise and classify the concepts of successful marketing strategies in differing organisational sectors

- Determine the constituent elements, emphasis, focus, activities and planning requirements for particular strategic marketing plans and devise and propose plans and make informed judgments on the implementation of these with reference to different sectors of commercial, business, and organisational activity
- Discuss and consider the concepts, processes, and practices underlying strategic marketing particularly as a process focussed on strategic and corporate responsiveness to market requirements; on innovation and entrepreneurial foresight; on market research and analysis; on intergrational requirements in all business functions; and through sustainable competitive advantage through innovation
- Evaluate strategic market developmental models and case studies and make critically informed judgments on the marketing concepts and strategic decisions which have contributed to the success or failure of these
- Critically reflect on the application of strategic marketing concepts, theories, applications, techniques and planning framework requirements within the context of marketing and overarching business strategy development, and formulate, develop and be capable of implementing strategic marketing plans to meet the current or future requirements of a business, or enterprise in specific commercial or public sectors
- Analyse the circumstances and applicable contexts, and devise and implement a strategic marketing plan, for a specified or generic business or organisational enterprise within identified business environments
- Determine and undertake the required design and implementation of strategic marketing plan/plans within their future employment, or as part of a continuing professional development requirement, or within a continuing higher education study programme

Learning and Teaching Delivery Methods

A variety of teaching approaches is used, including lectures, seminars, case analysis, teamwork and extensive use of electronic resources for guided research.

	STUDY HOURS
Lectures	24
Seminars	8
Directed learning	32
Independent learning	93
Total study hours	200

Indicative Content
<ul style="list-style-type: none">• Market-driven and market led strategies• Situation analysis, including segmentation and learning capabilities• Designing market-driven strategies, including issues of strategic positioning, value and innovation, and relationship strategies• Developing market-focused programmes, including strategic brand management, value chain relationships, pricing and promotion, and sales and direct marketing strategies• Implementing and managing market-driven strategies, including the design of market-driven organisations and strategy implementation and control• The financial evaluation of marketing assets and strategies• The design and development of the strategic marketing plan• Implementing marketing strategies

Recommended Reading & Required Reading
<p>Core Text:</p> <ul style="list-style-type: none">• Lancaster, G and Massingham, L.C. (2011) <i>Essentials of Marketing Management</i> Routledge <p>Recommended reading</p> <ul style="list-style-type: none">• Aaker, DA (2008) <i>Strategic Marketing Management</i>, John Wiley and Sons• Aaker, DA (2010) <i>Strategic Market Management: Global Perspectives</i>, (1st ed) John Wiley and Sons. ISBN: 978-0470689752• Giligan, C and Wilson RMS (2004) <i>Strategic Marketing Management</i>, Butterworth-Heinemann.• Kumar, N (2004) <i>Marketing as Strategy: Understanding The CEO's Agenda for Driving Growth and Innovation</i> Harvard Business School Press• Doole I and Rowe L (2008) <i>Strategic Marketing Decisions</i> (CIM Coursebook Series) (text book edition) Butterworth-Heinemann ISBN-13: 978-0750689724• Widom J (2002) <i>Strategic Brand Management (International Edition)</i> Pearson US Imports & PHIPes

Access to Specialist Requirements
None

Module Title
Dissertation (Major Project Module)

Teaching Period	Pre-requisites
	None

Assessment Methods		
Assessment Type	Duration/Length of Assessment Type	Weighting of Assessment
Dissertation	9000 – 12000 maximum	80%
Research Reflection Report (Assignment Format)	2000-4000 words maximum	20%

Aim(s)
<p>The module aims to:</p> <ul style="list-style-type: none"> • A learning experience and set of learning requirements and congruent tasks through which the learning delivered within the MBA programme as a whole, can be explored, discussed, coherently organised, rigorously analysed and evaluated, and critically reflected upon by the learner within a significant body of completed written work which is brought together using appropriate evidence and references, and is in the prescribed format of a Dissertation on an agreed topic, subject, theme, or field of enquiry • The self critical and individual requirement by the learner to identify, design, research, critically reflect upon, and bring to completion, a significant body of individual enquiry in the form of a Dissertation while using appropriate methodology, theoretical concepts; the effective presentation of informed discussion and argument; the synthesis of ideas, theories and practices; and forming conclusions from the evidence and outcomes of the completed body of work and enquiry • The learning experience and the challenges for the learner which are associated with, and which are required to sustain the rigorous investigation of specific research questions which may involve the consideration of a variety of sources of evidence and research approaches and the completion of a sustained and significant piece of coherent argument, focussed discussion, and synthesis of theory, ideas, and/or experience or practices. (e.g. desk research, field research, theoretical and practical-experiential research) • A researching framework which allows and requires the learner to demonstrate their intellectual capacities in analysis, synthesis, evaluation, interpretation, the identification of informed judgments, and the presentation of conclusions.

- A presentational framework for the Dissertation which encourages the integration of knowledge, theory, and critical thinking developed within programme study areas to be aligned with emerging areas of professional practice and/or experiential learning within a significant and sustained process of research and reflection leading to the production of the completed Dissertation.

Learning Outcomes

As a result of the Dissertation Module the student will be able to:

- Apply knowledge gained within the programme to identify and undertake, from initiation to full completion, an advanced body of independently conceived and significant research in an appropriate field of business studies, business management, or congruent/related areas and resulting in the production and submission for assessment of a Dissertation on an approved field of study
- Demonstrate and apply a comprehensive understanding of research techniques, skills, critical contexts, and intellectual judgments, appropriate to advanced masters level scholarship and to the chosen discipline and subject area focus and to the topics of and for research including a discussion of how original contributions to knowledge are progressed
- Demonstrate and critically apply expertise, breadth and detailed knowledge of the specialist topic, subject, theme or field area chosen for study and form conclusions from this application of critical appraisal to the discussion within the Dissertation
- Create a framework in which learners may demonstrate and apply their ability to analyse and synthesise the theories, knowledge and skills which they have developed throughout the programme and apply appropriate research and interpretive methodologies to the examination of a defined topic, subject, theme or field of enquiry while working in an independent, reflective and self critical manner
- Demonstrate experience of identifying, carrying through, and completing a significant body of research in the form of a Dissertation, which will require application of:-
(i) the theory, knowledge and skills gained throughout the programme, and:-
(ii) intellectual, experiential, and practical abilities and focus
- Effectively and rigorously describe, discuss and present, through the use of appropriate media, using required professional conventions and prescribed standards of reporting, researching, referencing, argument, analysis, synthesis, critique, evaluation and presentation of conclusions, and to the required specified audience(s), a completed Dissertation on the topic, subject, theme or field previously agreed and confirmed for the Dissertation
- Critically review and effectively engage in discussion and debate, and communicate to specified audiences, using required specifications and reporting conventions, and within professional conventions their analysis, evaluation, interpretation and conclusions resulting from their fully completed Major Project - Dissertation mode
- Evaluate, utilise, articulate and critically discuss the nature, types, methodologies and processes of academic and experiential-practice led research, and develop critiques, and

select and formulate an appropriate methodology for investigating and bringing to a completion the research field/topic identified and agreed for study

- Demonstrate and articulate a critical awareness and understanding of existing and emerging developments, theories, practices, applications and insights in the field and topic chosen for research and for the production of their Major Project – Dissertation
- Comprehend, evaluate, make critically informed judgments, and form conclusions and make recommendations on the values, contexts, scope, requirements, and rationale of undertaking and effectively managing significant project-focused and Dissertation based research activity as these may apply within academia and/or businesses and organisations, and the wider related operating environment
- Form judgments on the roles of, and complex interrelationships between:- research, theory, practice, technical approaches and methodologies, variety of contribution, and application, to the effective identification and completion of project focused activity within academia and/or businesses and organisations
- Formulate critical judgments and conclusions on the importance of planning, research, analysis, evaluation, critical and reflective thinking, the formation of conclusions, and their contribution to identifying opportunities and solutions within academic and/or business contexts and to decision making, operational activity and strategy formulation within businesses and organisations
- Undertake comprehensive analysis and make informed judgments on a variety of theories, contexts, practices, and developing scenarios within academic, business, management or related areas, and identify recommendations for development, and devise proposals and order conclusions for subsequent action based on the rational consideration and rigorous use of relevant evidence
- Be capable of reflection on theory, practice, applications, contexts, outcomes, processes and personal experiences and where appropriate challenge received opinion, or identify solutions within specified parameters or emerging contexts and situations, and develop their own criteria, judgments, and conclusions through the rigorous use of appropriate evidence on a particular topic, subject or field of enquiry related to business, management, or related or cognate areas of activity
- Evaluate and critically discuss the nature, types and processes of academic and experientially focussed research and the methodologies of research, and develop critiques, and select and formulate an appropriate methodology for investigating research fields/topics identified for study, analysis and evaluation
- Evaluate critically and form considered judgments and conclusions on:- (a) current related examples of research output (b) appropriate examples of scholarship, (c) data and evidence in the field-topic identified for study particularly with regard to reviewing validity, reliability, rigour, focus and specificity, and generic applications
- Develop a coherent and structured argument, critically analyse theories, concepts and problems, evidence and data, from a variety of sources and contexts and draw conclusions within a theoretical and practical contextual framework which is based on

critical insights, informed judgments, the rigorous use of evidence, the development of a personal critique, the resolution of options and decisions

Learning and Teaching Delivery Methods

A variety of teaching approaches is used, including lectures, seminars, teamwork and extensive use of electronic resources or guided research.

The module is delivered through an introductory series of lectures which outline the requirements for and parameters of the Dissertation - Major Project.

These are supplemented by ongoing seminar/discussion and workshop group sessions and tutorial-mentoring sessions throughout the semester which provide continuing formative guidance and support to learners and are aimed at ensuring that the Major Project is carried out effectively through all its required stages and to completion.

Seminar/discussion and workshop group sessions are aimed at monitoring the progression of projects.

	STUDY HOURS
Business proposal workshops	188
Independent study	564
Total study hours	600

Indicative Content

- The requirement that a student identifies a field, theme and/or topic for carrying out a significant body of research and produces a coherent interpretive and evaluative study based on that research in the form of a critical and fully completed Dissertation.
- The field, theme or topic requires to be related to their ability to demonstrate a detailed knowledge of an area relevant to their academic study and to their career, professional, business/organisational objectives and intentions as appropriate

The topic, subject, theme or field of enquiry may be chosen from the following thematic categories and typologies. This is not an exhaustive indication of options and each Dissertation and its focus is required to be agreed with the programme leader or other designated member of staff who has the responsibility for oversight of the Major Project - Dissertation module;-

- *(a) Theoretical*

A Dissertation which critically develops in depth an aspect of one of the taught elements of the programme and/or a discipline or subject related field of business, management or related enquiry, or theme or topic relating to the taught elements of the programme

- *b) Theoretical – Enterprise*

A Dissertation based on a prognostic case study(s) methodology, which is grounded in theory, which may be related to practice, and which sets out to analyse and evaluate a real world problem and which forms appropriate conclusions.

- *c) Theoretical – Retrospective*

A Dissertation which analyses appropriate retrospective case study(s), using a methodology which is grounded in theory, which may be related to practice, and following analysis and evaluation articulates and forms appropriate conclusions

- *Criteria for selection and approval of the topic*

The full outline criteria for the approval of the Field and Topic area for the Dissertation:

The Field and topic proposals must:-

- Be of relevance to the programme and module aims and objectives, in terms of subject matter and theoretical and practical stance.
- Be sufficiently challenging and realisable, so as to challenge the learner and enable him or her to reveal their capacity for research and their critical powers of analysis, synthesis, evaluation, reasoning and formation of judgments and conclusions.
- Be feasible and realisable both in time and resource commitment, in that the information required for the Dissertation may be obtained without incurring too high a cost either from published sources or from personal research commitment or from other sources.

- Contain some original and/or emerging scholarship and/or material, either by way of analysis, information, argument, evaluation, judgments, insight, synthesis, creativity, or by way of presentation of the arguments or the researched topic/field

Recommended Reading & Required Reading

Core Text:

- Saunders, M, Lewis, P and Thornhill A (2012) (6th ed), *Research Methods for Business Studies*, London, Prentice Hall. ISBN: 978-0273750758
- Walliman, N (2004) *Doing your undergraduate dissertation*, London, Sage
- Walliman, N (2012), *Your Undergraduate Dissertation. The Essential Guide for Success* (2nd ed) London, Sage ISBN: 9781446253199

Recommended reading

- Bell, J. (2010) *Doing Your Research Project*, (5th ed) Open University Press. ISBN: 9780335235827
- Black, T.R. (1993) *Evaluating Social Science Research*, Sage.
- Schutt, R.K. (2003) *Investigating the Social World*, (4th ed) Pine Forge. ISBN: 978-0761988137

Access to Specialist Requirements
None
Module Title
Integrated Case Study (Major Project Module)

Teaching Period	Pre-requisites
	None

Assessment Methods		
Assessment Type	Duration/Length of Assessment Type	Weighting of Assessment
Integrated Case Study	9000 – 12000 maximum	80%
Research Reflection Report (Assignment Format)	2000-4000 words maximum	20%

Aim(s)
<p>The module aims to:</p> <ul style="list-style-type: none"> • A learning experience and set of learning requirements and congruent tasks through which the learning delivered within the MBA programme as a whole, can be explored, discussed, coherently organised, rigorously analysed and evaluated, and critically reflected upon by the learner within a significant body of completed written work which is brought together using appropriate evidence and references, and is in the proscribed format of a Integrated Case Study-Major Project on an agreed topic, subject, theme, or field of enquiry • The self critical and individual requirement by the learner to identify, design, research, critically reflect upon, and bring to completion, a significant body of individual enquiry in the form of a Integrated Case Study-Major Project while using appropriate methodology, theoretical concepts; the effective presentation of informed discussion and argument; synthesis of ideas, theories and practices; and forming conclusions from the evidence and outcomes of the completed enquiry • The learning experience and the challenges for the learner which are associated with, and which are required to sustain the rigorous investigation of, specific research questions which may involve the consideration of a variety of sources of evidence and research approaches and the completion of a sustained and significant piece of coherent argument, focussed discussion, and synthesis of theory, ideas, and/or experience or practices. (e.g. desk research, field research, theoretical and practical-experiential research) • A researching framework which allows and requires the learner to demonstrate their intellectual capacities in analysis, synthesis, evaluation, interpretation, the identification of informed judgments, and the presentation of conclusions

- A presentational framework for the Integrated Case Study-Major Project which encourages the integration of knowledge, theory, and critical thinking developed within programme study areas to be aligned with emerging areas of professional practice and/or experiential learning within a significant and sustained process of research leading to the production of a completed Integrated Case Study-Major Project

Learning Outcomes

As a result of the Integrated Case Study Module the student will be able to:

- Apply knowledge gained within the programme to identify and undertake, from initiation to full completion, an advanced body of independently conceived and significant case study based research in an appropriate field of business studies, business management, or congruent/related areas and present a completed Integrated Case Study for assessment as a result of this work
- Demonstrate and apply a comprehensive understanding of research techniques, skills, critical contexts, and intellectual judgments, appropriate to advanced scholarship and to the chosen Case Study and discipline focus, and the areas and theme of research including a discussion of how original contributions to knowledge are progressed within case study reviews and analysis
- Demonstrate and critically apply expertise, breadth and detailed knowledge of the specialist case study based topic, subject, theme or field area chosen for study and form conclusions from this application of critical appraisal as these relate to the Integrated Case Study- Major Project being undertaken
- Create a framework in which they may demonstrate and apply their ability to analyse and synthesise the theories, knowledge and skills which they have developed throughout the programme and apply appropriate research and interpretive methodologies to the examination of a defined Case Study theme or field of enquiry while working in an independent and self critical manner
- Demonstrate experience of identifying, carrying through, and completing a significant body of research in the form of an Integrated Case Study- Major Project which will require application of:-
 - (i) the theory, knowledge and skills gained throughout the programme, and:-
 - (ii) intellectual, reflective, critical, and practical abilities and focus
- Undertake a holistic and critically comprehensive Case Study based review of a complex business scenario using evidence, rational analysis, case study modelling and situational analysis to identify challenges and themes; propose creative solutions; identify operational requirements; determine strategic priorities, and produce a strategic plan based upon the learning undertaken in the MBA programme and related to the Case Study being considered by the learner
- Effectively and rigorously describe, discuss and present, through the use of appropriate media, using required professional conventions and standards of reporting, researching, referencing, argument, analysis, synthesis, critique, evaluation and presentation of

conclusions, and to the required specified audience, a completed Integrated Case Study on the topic, subject, theme or field previously agreed and confirmed for the case study

- Critically review and effectively engage in discussion and debate, and communicate to specified audiences, using required specifications and reporting conventions, and within professional conventions their analysis, evaluation, interpretation and conclusions resulting from their fully completed Integrated Case Study- Major Project
- Evaluate, utilise, articulate and critically discuss the nature, types, methodologies and processes of academic and experiential-practice led research, and develop critiques, and select and formulate an appropriate methodology for investigating and bringing to a completion the Case Study research and theme and field identified and agreed for study
- Demonstrate and articulate a critical awareness and understanding of existing and emerging developments, theories, practices, applications and insights into the themes of the Case Study chosen for research and for the production of their Integrated Case Study – Major Project
- Comprehend, evaluate, make critically informed judgments, and form conclusions and make recommendations on the values, contexts, scope, requirements, and rationale of undertaking and effectively managing significant project-focused and Case Study based research activity within businesses and organisations, and the wider related operating environment
- Form judgments on the roles of, and complex interrelationships between:- research, theory, practice, technical approaches and methodologies, variety of contribution, and application, to the effective identification and completion of Case Study based review and implementation focused activity within businesses and organisations
- Formulate critical judgments and conclusions on the importance of planning, research, analysis, evaluation, critical and reflective thinking, the formation of conclusions, and their contribution to identifying opportunities and solutions within business Case Studies and Case Study contexts, and to decision making, operational activity and strategy formulation within businesses
- Undertake comprehensive analysis and make informed judgments on a variety of Case Study contexts, theory, practices, and scenarios within business, management or related areas, and identify recommendations for development, and devise proposals and order conclusions for subsequent action based on the rational consideration and rigorous evaluation of Case Study based evidence
- Understand strategic and operational constraints within which a business must perform and set strategic direction through judgment brought to bear on organisational and business vision, mission, core values, competencies and business objectives within specific Case Study example(s)
- Be capable of reflection on theory, practice, applications, contexts, outcomes, processes and personal experiences and where appropriate challenge received opinion, or identify solutions within specified or generic parameters, as these relate to:- Case Studies and Case Study analysis and review: emerging Case Study contexts and situations, and develop their own criteria, judgments, and conclusions through the rigorous use of appropriate

evidence on a particular field of Case Study enquiry related to business, management, or cognate areas of activity or comparable Case Study examples.

- Evaluate and critically discuss the nature, types and processes of academic and experientially focussed research; the methodologies of research, and develop critiques, and select and formulate an appropriate methodology for investigating Case Studies
- Evaluate critically and form considered judgments and conclusions on:- (a) current examples of Case Study based research (b) appropriate Case Study examples of scholarship, (c) Case Study based data and evidence particularly with regard to reviewing validity, reliability, rigour, focus and specificity, generic applications and models
- Develop a coherent and structured argument, critically analyse theories, concepts and problems, evidence and data, with specific reference to Case Study examples and draw conclusions within a theoretical and practical framework based on critical insight, informed judgments, the rigorous use of evidence, the development of a personal critique, and the resolution of decisions within a case study approach
- Comprehend the differential learning opportunities offered within retrospective, contemporary, and prognostic case study analysis and the evaluations which may be drawn from differing examples.
- Comprehend the opportunities for business analysis and consultancy based approaches towards the evaluation of complex situations and scenarios which are provided and offered by Case Study analysis and review

Learning and Teaching Delivery Methods

A variety of teaching approaches is used, including lectures, seminars, teamwork and extensive use of electronic resources or guided research.

The module is delivered through an introductory series of lectures which outline the requirements for and parameters of Integrated Case Study - Major Project.

These are supplemented by ongoing seminar/discussion and workshop group sessions and tutorial-mentoring sessions throughout the semester which provide continuing formative guidance and support to learners and are aimed at ensuring that the Major Project is carried out effectively through all its required stages and to completion.

Seminar/discussion and workshop group sessions are aimed at monitoring the progression of projects.

	STUDY HOURS
Business proposal workshops	188
Independent study	564
Total study hours	600

Indicative Content

- The requirement that a student identifies a field, theme and/or topic for carrying out a significant body of research and produces a coherent study of that research in the form of a critical and fully completed Integrated Case Study
- The field, theme or topic must be related to their ability to demonstrate a detailed knowledge of an area relevant to their study and to their career, professional, business/organisational objectives and intentions as appropriate
- Provide a discussion and learning framework within which the reality of the cross-functional contexts of the modern business environment and the matching skill sets required in this environment are able to be explored within a sustained piece of applied research within a case study approach
- Provide a learning platform in which the inter-disciplinary skill set needed in contemporary management contexts is able to be developed while drawing on a range of management and business disciplines & competencies and skills tested within the major project.
- Providing an integrative Learning Framework within a case study approach aimed at and based upon real-life business situations, while providing the mentoring safety of the academic environment and sheltered from the risks of the real world.

The indicative exposure to learning content within the module includes the following:-

- Introduction to Case Study Analysis -- Mini Cases, Macro Cases and Integrated Business Case Studies
- Models and Approaches to Case Study Analysis
- Analysis and Decision Taking
- Understanding the Case Study Assignment Brief
- The Environmental Audit
- Situational, SWOT Analysis and Resource Constraints
- Research Questions – data, sources, analysis, methodology
- Problem Identification & Analysis
- Prioritisation: Alignments to Strategic Intent
- Assumption Setting – Constraints and Opportunities: Challenges.
- Resources – Planning
- Strategic Business Planning: Smart Objectives; Management of Change
- Critical Success factors
- Objectives, Strategies, Action Plans, by function to time scales
- Total Resourcing, Human Capital Development & Structures
- Monitoring, Review & Control Planning for Performance
- How to write a case study report
- Pitfalls of case study analysis

The full outline criteria for the approval of the topic, subject, theme and field area for the Integrated Case Study : The proposals must:-

- Be of relevance to the programme and module aims and objectives, in terms of subject matter and theoretical and practical stance

- Be sufficiently challenging and realisable, so as to challenge the learner and enable him or her to reveal their capacity for research and their critical powers of analysis, synthesis, evaluation, reasoning and formation of judgments and conclusions
- Be feasible and realisable both in time and resource commitment, in that the information required for the Integrated Case Study may be obtained without incurring too high a cost either from published sources or from personal research commitment or from other sources
- Contain some original and/or emerging scholarship and/or material, either by way of identification, analysis, information, argument, interpretation, reflection, evaluation, judgment, insight, synthesis, creativity, or by way of presentation of the arguments or the researched topic/field within theoretical or experiential or practice based material

Recommended Reading & Required Reading

Core Text:

- Yin, RK (2013) *Case Study Research: Design and Methods* Sage Publications, Inc; (5th ed) ISBN: 9781452242569
- Simons, H (2009) *Case Study Research in Practice* Sage Publications Ltd.
- Thomas, G (2010) *How to do your Case Study: A Guide for Students and Researchers* Sage Publications Ltd.

Recommended Reading

- Gerring, J (2006) *Case Study Research: Principles and Practices* Cambridge University Press
- Bassey, M (1999) *Case Study Research in Educational Settings* Open University Press

Access to Specialist Requirements

None

Module Title
Business Development Proposal (Major Project Module)

Teaching Period	Pre-requisites
	None

Assessment Methods		
Assessment Type	Duration/Length of Assessment Type	Weighting of Assessment
Business Proposal	9000 – 12000 maximum	80%
Research Reflection Report (Assignment Format)	2000-4000 words maximum	20%

Aim(s)
<p>The module aims to:</p> <ul style="list-style-type: none"> • A learning experience and set of learning requirements and congruent tasks through which the learning delivered within the MBA programme as a whole, can be explored, discussed, coherently organised, rigorously analysed and evaluated, and critically reflected upon by the learner within a significant body of completed written work which is brought together using appropriate evidence and references, and is in the prescribed format of a Business Development Proposal in an agreed business subject area or field • The self critical and individual requirement by the learner to identify, design, research, critically reflect upon, and bring to completion, a significant body of individual enquiry in the form of a Business Development Proposal while using appropriate methodology, theoretical concepts; the effective presentation of informed discussion and argument; synthesis of ideas, theories and practices; and forming conclusions from the evidence and outcomes of the completed enquiry • The learning experience and the challenges for the learner which are associated with, and which are required to sustain the rigorous investigation of, specific research questions which may involve the consideration of a variety of sources of evidence and research approaches and the completion of a sustained and significant piece of coherent argument, focussed discussion, and synthesis of theory, ideas, and/or experience or practices which result in a Business Development Proposal developed to the pre-launch stage. (e.g. desk research, field research, theoretical and practical-experiential research) • A researching framework which allows and requires the learner to demonstrate their intellectual capacities in analysis, synthesis, evaluation, interpretation, the identification of informed judgments, and the presentation of conclusions

- A presentational framework for the Business Development Proposal which encourages the integration of knowledge, theory, and critical thinking developed within programme study areas to be aligned with emerging areas of professional practice and/or experiential learning within a significant and sustained process of research leading to the production of a completed Business Development Proposal to the pre-launch stage

Learning Outcomes

As a result of the Business Proposal Module the student will be able to:

- Apply knowledge gained within the programme to identify and undertake, from initiation to full completion, an advanced body of independently conceived and significant Business Development Proposal based research in an appropriate field or sector of business, management, or related areas and carry through to completion a new venture Business Development Proposal within a sector or field of business activity
- Demonstrate and apply a comprehensive understanding of research techniques, skills, critical contexts, and intellectual judgments, appropriate to advanced scholarship and to the chosen Business Development Proposal area and to the required underpinning research including a discussion of how original contributions to knowledge and the development of the Business Proposal are progressed
- Demonstrate and critically apply expertise, breadth and detailed knowledge of the specialist topic, subject, theme or field area chosen for the Business Development Proposal and form conclusions from this application of critical appraisal to the continued progression of the Business Development Proposal to launch stage
- Create a framework in which they may demonstrate and apply their ability to analyse and synthesise the theories, knowledge and skills which they have developed throughout the programme and apply appropriate research and interpretive methodologies to the examination of the feasibility and progression of the Business Development Proposal and related areas of enquiry while working in an independent and self critical manner
- Demonstrate experience of identifying, carrying through, and completing a significant body of research in the form of a Business Development Proposal which will require application of:-
 - (i) the theory, knowledge and skills gained throughout the programme, and:-
 - (ii) intellectual and practical abilities and focus
- Identify specific opportunities for reflecting upon and integrating the knowledge acquired in the MBA programme within an employability and career development focused learning framework which includes the formulation of a fully prepared Business Development Proposal in a particular field or sector of business or management activity.
- Prepare a fully researched new venture business case, business model and a business plan for innovation, invention or change in accordance with the scenario briefs used within the module and to the immediate proposed launch stage of a new Business Development Proposal
- Prepare, complete and present a new venture business proposal which is suitable for presentation to business investors and for submission for financial support

- Effectively and rigorously describe, discuss and present, through the use of appropriate media, using required professional conventions and standards of reporting, researching, referencing, argument, analysis, synthesis, critique, evaluation and presentation of conclusions, and to the required specified audience, a completed new venture Business Development Proposal in a specified and agreed sector, business area, theme or field previously agreed
- Critically review and effectively engage in discussion and debate, and communicate to specified audiences, using required specifications and reporting conventions, and within professional conventions their analysis, evaluation, interpretation and conclusions resulting from their fully completed new venture Business Development Proposal
- Evaluate, utilise, articulate and critically discuss the nature, types, methodologies and processes of academic and experiential-practice led research, and develop critiques, and select and formulate an appropriate methodology for investigating and bringing to a completion the Business Development Proposal in the sector, field and environment identified and agreed
- Demonstrate and articulate a critical awareness and understanding of existing and emerging developments, theories, practices, applications and insights in the field and topic chosen for research and for the production of their Business Development Proposal
- Demonstrate and present the skills required to communicate proposed Business Development Proposals, and the rationale and feasibility behind them, to a specified audience of potential investors, or peers, or business professionals, or academic mentors
- Comprehend, evaluate, make critically informed judgments, and form conclusions and make recommendations on the values, contexts, scope, requirements, and rationale of undertaking and effectively managing significant Business Development Proposal focused research activity within particular sectors and operating environments
- Form judgments on the roles of, and complex interrelationships between:- research, theory, practice, technical approaches and methodologies, variety of contribution, and application, to the effective identification and completion of a Business Development Proposal for a new venture start-up project in a particular sector or operating environment
- Formulate critical judgments and conclusions on the importance of planning, research, analysis, evaluation, critical and reflective thinking, the formation of conclusions, and their contribution to identifying opportunities and solutions within new Business Development contexts and to decision making, operational activity and strategy formulation within new ventures
- Undertake comprehensive analysis and make informed judgments on a variety of theories, contexts, practices, and developing scenarios within new Business Development Proposal areas or sectors and identify recommendations for development, and devise proposals and order conclusions for subsequent action based on the rational consideration and rigorous use of relevant evidence

- Reflect upon and develop the ability to apply relevant knowledge to the analysis and solution of business and management problems that are encountered in developing a viable and persuasive business development proposal
- Identify a new business opportunity and prepare a business proposal which addresses that opportunity
- Be capable of reflection on theory, practice, applications, contexts, outcomes, processes and personal experiences and where appropriate challenge received opinion, or identify solutions for a new Business Development Proposal within specified parameters or emerging contexts and situations, and develop their own criteria, judgments, and conclusions through the rigorous use of appropriate evidence on a particular topic, subject or field of enquiry related to the new Business Proposal
- Evaluate and critically discuss the nature, types and processes of academic and experientially focussed research; the methodologies of research, and develop critiques, and select and formulate an appropriate methodology for investigating and making evaluating the feasibility of new business proposals within business sectors
- Evaluate critically and form considered judgments and conclusions on:- (a) current related examples of research output related to new Business Development Proposals (b) appropriate examples of scholarship related to new business developments, (c) data and evidence in the field-topic identified for the new business proposal particularly with regard to reviewing validity, reliability, rigour, focus and specificity, generic applications, and sector and environmental contexts
- Develop a coherent and structured argument, critically analyse theories, concepts and problems, evidence and data, from a variety of sources and contexts and draw conclusions within a theoretical and practical contextual framework which is based on critical insights, informed judgments, the rigorous use of evidence, the development of a personal critique, the resolution of decisions
- Be able to formulate a business proposal and plan of action and implementation which is feasible and that makes use of the knowledge gained throughout the MBA programme and which can lead to the success of the new venture

Learning and Teaching Delivery Methods

A variety of teaching approaches is used, including lectures, seminars, teamwork and extensive use of electronic resources or guided research.

The module is delivered through an introductory series of lectures which outline the requirements for and parameters of the new Business Development Proposal - Major Project.

These are supplemented by ongoing seminar/discussion and workshop group sessions and tutorial-mentoring sessions throughout the semester which provide continuing formative guidance and support to learners and are aimed at ensuring that the Major Project is carried out effectively through all its required stages and to completion.

Seminar/discussion and workshop group sessions are aimed at monitoring the progression of projects

	STUDY HOURS
Business proposal workshops	188
Independent study	564
Total study hours	600

Indicative Content

- Rationale, justification for, and selection of, business opportunity(s), business development contexts, and business case scenario planning including evaluation of business potential, situational opportunities
- Business evaluations, assumptions and forecasts; industry, sector, and market contexts.
- Review of current business position(s), forecasts, future outcomes and potential
- Environmental analysis; SMART, SWOT, and PESTLE analysis and business potential
- The business concept: product/service/sector identity; market identity and configuration; concepts and attribution of value; features-characteristics and ownership;
- Opportunities, positioning and investment analysis
- Feasibility research categories
- Gap analysis
- Bridging identified gaps
- Requirements for implementation
- Outcomes for key stakeholder groups
- Resource and investment assumptions, planning and implications
- The budget including investment and working capital requirements
- The Business Model
- The Business Plan
- The Business Proposal
- The requirement that a student identifies a field, theme and/or topic for carrying out a significant body of research and produces a coherent study of that research in the form of a critical and fully completed Business Development Proposal

- The field, theme or topic must be related to their ability to demonstrate a detailed knowledge of an area relevant to their study and to their career, professional, business/organisational objectives and intentions as appropriate
- A learning experience whereby the learning outcomes from the MBA programme can be brought together reflected upon and consolidated into a substantial body of work focussed upon a fully developed Business Development Proposal.
- A critical overview of scenario planning within business contexts and their application in the development of a Business Development Proposal to a “live” and business launch stage.
- A Major Project context which is based on the clear identification of business opportunities and start-up options for the learner in which their Business Development Proposal report will be capable of being translated into a business venture proposal and able to be presented to investors for consideration for direct investment support.

The field and proposal for the Business Development Proposal must:-

- Be of relevance to the programme and module aims and objectives, in terms of subject matter and theoretical and practical stance.
- Be sufficiently challenging and realisable, so as to challenge the learner and enable him or her to reveal their capacity for research and their critical powers of analysis, synthesis, evaluation, reasoning and formation of judgments and conclusions leading to a Business Development Proposal .
- Be feasible and realisable both in time and resource commitment, in that the information required for the Business Development Proposal may be obtained without incurring too high a cost either from published sources or from personal research commitment or from other sources.
- Contain some original and/or emerging scholarship and/or material, either by way of identification, analysis, information, argument, interpretation, evaluation, judgment, insight, synthesis, creativity, or by way of presentation of the arguments or the researched Business Development Proposal field, sector, category, or environmental location.

Recommended Reading & Required Reading
<p>Core Text</p> <ul style="list-style-type: none"> • Bryman, A. and Bell, E (2011) <i>Business Research Methods</i>, Oxford, OUP • Saunders, M.N.K., Lewis, P., and Thornhill, A. (2012) <i>Research methods for business students</i> ; (6th ed) FT Prentice Hall ISBN: 978-0273750758 <p>Recommended reading</p> <ul style="list-style-type: none"> • Babbie, E. (2012) <i>The Practice of Social Research</i>, (13th ed) Belmont. ISBN: 978-1133050094 • Bell, J. (1999), <i>Doing Your Research Project</i>, Open University Press. • Gillham, B. (2008) <i>Developing a questionnaire</i>, (2nd ed) Continuum. ISBN: 978-0826496317 • Huberman, AH and Miles, M.B. (2002). <i>The Qualitative Researcher's Companion: Classic and contemporary readings</i>, Sage. • Miles, MB and Huberman, A.H. (2013) <i>Qualitative data analysis</i>, (3rd ed) Sage. ISBN : 9781452257877 • Gill, J. and Johnson, P. (2010) <i>Research Methods for Managers</i> (4th ed) Sage. ISBN: 9781847870940 • Oppenheim, A.N. (2000) <i>Questionnaire Design, Interviewing and Attitude Measurement</i>. Continuum. ISBN: 978-0826451767 • Robson, C. (2011) <i>Real World Research: A resource for social scientists and practitioner-researchers</i> (3rd ed) Blackwell. ISBN: 978-1405182409 • Ticehurst, GW and Veal, AJ (2000), <i>Business Research Methods – a Managerial Approach</i>, Longman. • Wilkinson, D (2003). <i>Using Research Instruments: A Toolkit for Researchers</i>. Routledge • Yin, RK (2013) <i>Case Study Research: Design and Methods</i> (5th ed) Sage. ISBN: 9781452242569 • Jankowicz, A.D., (2004) <i>Business research projects</i>, (4th ed). Thomson Learning.

Access to Specialist Requirements
None