



Anglia Ruskin University



London School of Commerce

Programme Specifications

For the

Master of Business Administration

August 2015

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Aims of the Programme Pathway

For its graduates the programme aims to:-

- Develop the existing knowledge, appropriate experiences, and skills of students to enable them to become effective managers, business entrepreneurs, and business professionals and enable them to play a leading role in industry, and/or the professions and/or public service in an increasingly global business environment;(All Modules)
- Add value to the participant's first degrees, and/or further degrees and/or their work-employment experience through developing an integrated and critically aware understanding of the role of managers in business and of the complexity of business and management contexts;(All Modules)
- Enable the student to become an effective reflective practitioner – able to critically reflect on their experiences and make practical decisions based upon an understanding of academic content and processes as well as practical experience and thus have the ability to unite theory and practice;(All Modules: plus particularly Research Methodologies ; Dissertation-; Integrated Case Study-;Business Development Proposal
- Encourage students to objectively analyse their personal competences and opportunities for self development and thus build on the learning arising out of the programme;(All Modules: plus particularly Research Methodologies ; Dissertation-; Integrated Case Study; Business Development Proposal
- Develop understanding of financial analysis and the management of finance (Financial Analysis and Management ; Corporate Finance
- Enhance the students understanding of the complexities of entrepreneurial management and the management of people in a variety of international contexts and environments through the development of personal thinking skills, self-confidence, applied and critical evaluation skills which enhance the ability of the student to work effectively and ethically in a variety of professional and business contexts (Management Skills and Entrepreneurship ; Managing Human Capital; Strategic Management; Research Methodologies
- Develop the students understanding of marketing and strategy in a variety of contexts and environments and be able to apply and utilise this within their appropriate future professional career (Marketing Management; Strategic Management)
- Develop and enhance the student's insights into, and perspectives on, the complexity of business contexts including the development of their ability to understand and contribute to the evaluation, formation, and determination of business decision making, policy development and strategy formulation. (All Modules; plus particularly Research Methodologies ; Dissertation; Integrated Case Study; Business Development Proposal ; and specialist facilitation within - Corporate Finance , International Business)
- Facilitate and support the student's personal, academic and professional and career development. (All Modules)

Programme Structure and Pathway Details

The programme structure and pathway details are shown on the following pages:

Master of Business Administration

| University Module Code | FHEQ Level | MBA (International Programme) | Compulsory - Core or Option Modules | CATS points /ECTS points |
|---|------------|--|-------------------------------------|--------------------------|
| Semester 1: Core Study Stage Completion of three Core Modules | | | | |
| MOD003402 | 7 | Management Skills and Entrepreneurship | Compulsory-Core | 20/10 |
| MOD003403 | 7 | Marketing Management in the Global Environment | Compulsory-Core | 20/10 |
| MOD003404 | 7 | Financial Analysis and Management | Compulsory-Core | 20/10 |
| Semester 2: Option Study Stage Completion of two Core Modules plus any one elective* | | | | |
| MOD003405 | 7 | Strategic Management in Global Contexts | Compulsory-Core | 20/10 |
| MOD003406 | 7 | Managing Human Capital | Compulsory-Core | 20/10 |
| Options* | | | | |
| MOD003407 | 7 | Corporate Finance | Option | 20/10 |
| MOD003409 | 7 | International Business | Option | 20/10 |
| Semester 2-3 | | | | |
| MOD003410 | 7 | Research Methodologies | Compulsory – Core | 20/10 |

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| | Semester 3: Dissertation Project Stage Completion of the Research Methods Module and one of the three modes of study and formal presentation which are available as Major Project modules | | | |
| | | One of the following modes of study and presentation* | | |
| MOD003411 | 7 | 1 A Dissertation, OR - | Option | 40/20 |
| MOD003412 | 7 | 2 An Integrated Case Study (current or retrospective), OR - | Option | 40/20 |
| MOD003413 | 7 | 3 A Business Development Proposal. | Option | 40/20 |

*** Option modules are subject to change and availability – you will be asked to indicate your first two preferences at the end of semesters 1 and 2.**

Intended Learning outcomes

On successful completion of the programme students will have achieved the following outcomes:-

(A) Knowledge Understanding and Skills: Students completing the programme will be able to:

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| A 1 | Demonstrate a critical comprehension and evaluative understanding of the main issues, theories and methodologies that are central to business and business management in organisations; |
| A 2 | Demonstrate a critical awareness, comprehension, and analytic understanding of the main functional areas of business studies, business administration and business management processes within a variety of institutional and organisational contexts. |
| A 3 | Evaluate the role of the professional business manager and the professional and ethical considerations associated with this role and its contexts |
| A 4 | Critically analyse and evaluate organisational strategic management processes within the context of the prevailing internal and external environment |
| A 5 | Demonstrate a critical, analytic and evaluative application of theory to the advancement of management practice and within the context of professional business practices |
| A 6 | Demonstrate a critical awareness and utilisation of research and applied research and scholarship in the evolution of business studies and management practices |

(B) Cognitive Skills: Students completing the programme will be able to:

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| B 1 | Critically reason, synthesise judgments, and analyse complex business issues both systematically and innovatively |
| B 2 | Reflect creatively and critically on their learning experience and make informed judgments on this experience |
| B 3 | Analyse and critically evaluate primary and secondary information collected from research |
| B 4 | Critically utilise, analyse and synthesise problem identification, problem solving and decision making skills, procedures and processes in resolving complex business issues |
| B 5 | Evaluate and critically appraise business and organisational policies, practices, and activities and make informed judgements on these |
| B 6 | Critically formulate, propose, and implement solutions and conclusions to complex business problems and do this in an effective and efficient manner |
| B 7 | Act with reflection, critical insight, and in an independent manner in the planning and managing of their learning with limited guidance and in response to varied contexts, |

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| | situations and environmental requirements |
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(C) Practical/Professional Skills: Students completing the programme will be able to:

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| C 1 | Demonstrate an ability to conduct research into business studies and management issues, fields and environmental contexts either individually or as part of a team through researching and research design; data and evidence collection, evaluation and synthesis; critical analysis, synthesis of interpretation and formation of judgments, and the reporting of findings. |
| C 2 | Demonstrate critical skills of numeracy, literacy, and qualitative and quantitative abilities in researching, collation, analysis, synthesis and evaluation of evidence |
| C 3 | Utilise a variety of interpersonal and transferable skills including listening to alternative viewpoints and undertaking the evaluation of argument and intellectual positions; engaging in critical discourse, and debate with peers and responding to the views of others; engaging in critical discussion and persuading or influencing others. |
| C 4 | Communicate effectively and efficiently while utilising appropriate means and media of communication |
| C 5 | Articulate conclusions, make judgments, and form recommendations based on evidence and which are subject to a well developed capacity for critical appraisal and which are based on imaginative, robust judgement, and firm foundations |

(D) Transferable Skills: Students completing the programme will be able to:

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| D 1 | Structure and communicate ideas both orally and in writing taking appropriate account of the nature of the audience and utilising effective means of communication |
| D 2 | Effectively and efficiently manage their time and be able to work to deadlines |
| D 3 | Be an autonomous learner and take responsibility for their learning , including being able to act independently in the use and application of resources for learning |
| D 4 | Use creative and imaginative thinking in both problem solving and decision making activities |
| D 5 | Effectively clarify and prioritise the addressing of individual and group tasks and lead or work within a group towards meeting the requirements of defined deadlines and outcome specifications |
| D 6 | Practice and promote on-going personal development |

Mapping of Programme Pathway Learning Outcomes

The mapping grid of Learning Outcomes to Modules is included below:-

| | Learning Outcomes | | | | | | | | | | | | | | | | | | | | | | | |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| MODULE TITLE: | A 1 | A 2 | A 3 | A 4 | A 5 | A 6 | B 1 | B 2 | B 3 | B 4 | B 5 | B 6 | B 7 | C 1 | C 2 | C 3 | C 4 | C 5 | D 1 | D 2 | D 3 | D 4 | D 5 | D 6 |
| STAGE ONE: CORE MODULES | | | | | | | | | | | | | | | | | | | | | | | | |
| Management Skills & Entrepreneurship | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Marketing Management in the Global Environment | <input type="checkbox"/> | <input type="checkbox"/> | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Financial Analysis and Management | <input type="checkbox"/> | <input type="checkbox"/> | | <input type="checkbox"/> | <input type="checkbox"/> | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | | <input type="checkbox"/> |
| STAGE TWO: CORE MODULES | | | | | | | | | | | | | | | | | | | | | | | | |
| Strategic Management in Global Contexts | <input type="checkbox"/> | <input type="checkbox"/> | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Managing Human Capital | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| STAGE TWO: ELECTIVES | | | | | | | | | | | | | | | | | | | | | | | | |
| Corporate Finance | <input type="checkbox"/> | <input type="checkbox"/> | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | | <input type="checkbox"/> |
| International Business | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| STAGE THREE: MAJOR PROJECT MODULES | | | | | | | | | | | | | | | | | | | | | | | | |
| Research Methodologies | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | | <input type="checkbox"/> | <input type="checkbox"/> | | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Dissertation | | | | | | | | | | | | | | | | | | | | | | | | |
| Integrated Case Study | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | | <input type="checkbox"/> |
| Business Development Proposal | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | | <input type="checkbox"/> |

Assessment and Marking Criteria

During the completion of your course you will be assessed using a variety of assessment methods. It is likely, however, that your assessments will predominantly comprise of coursework and exams that will amount to 4,000 words or equivalent per module. In some modules other assessment methods will be used e.g. projects, presentations and peer assessments.

In the first instance your assessment will be marked by your module tutor. To ensure that all marking is fair, a sample is taken from the batch of work and marked by a second marker. If there are any discrepancies in marks awarded, it is likely that the work will be referred to a third party. An External Examiner also approves the marks.

At the end of each module, a mark will be proposed for the Examinations Board, which will, under normal circumstances, accept the grade awarded.

Forms of assessment

Assessment of knowledge and understanding is achieved using a range of in- class, in-module and end of module assessments which include:-

- assignments, reports, case studies, projects and reflective reports;
- the analysis and critical use of evidence, which may be drawn from a variety of sources;
- critical reviews and presentations,
- practical and applied assessment,
- presentations and discussions (individual and group – in class),
- case study analysis
- presentation of reports,
- business reports,
- project reports
- examinations

Details of the assessment method for each module can be found in the Module Descriptor on the portal.

Reassessments

Students who fail a module or component in a module may have to be reassessed. Full reassessment regulations can be found on the portal pages.

In some instances, students may not be able to progress to their proceeding semesters until a satisfactory level of credits has been attained. This can also affect TIER 4 visa regulations. Please contact your Programme Administrators regarding any reassessment issues.

Module Descriptors

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|--------------------------|---|
| Code | MOD003402 |
| Title | Management Skills and Entrepreneurship |
| Brief description | <ul style="list-style-type: none"> • The module reviews the theories and practices relevant to management, leadership and entrepreneurship including individual and team-group learning; reflective self-managed learning practices; the facilitation of the learning entrepreneurship environment; psychology models and managing people in a variety of settings and cultural contexts. • The module provides a critical introduction to the business concepts, personal development requirements, and application and thinking skills which are needed to be successful as a manager and leader in an entrepreneurship/ business venture or in exercising leadership in a business organisation.. • The module also aims to develop and encourage confidence, and critical, reflective self awareness which is based on individual understanding of the skills and knowledge required for the effective management and evaluation of new venture opportunities and their potential realisation. • The role of the leader, leadership and their contribution to management thinking and entrepreneurship development is explored and examines the way in which leadership can act as a catalyst for management enhancement and entrepreneurial thinking. Distinctions and comparisons between the role of the leader and the role of manager are explored and discussed and their various contributions to organisations and businesses are considered. • The role of the entrepreneur is evaluated and there is a critical encouragement of the analysis of specific examples of new venture development as they may be identified as a part of successful entrepreneurial activities including the concepts of risk management, individual and corporate hygiene factors underpinning NPD activity. The module also examines the models which exist and the principal success factors which may be identified in starting and growing a new venture and contextualises these factors within the broader definitions of entrepreneurship, entrepreneurialism, and other models of business launch, innovation, growth and life cycle. |

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| Code | MOD003403 |
| Title | Marketing Management |
| Brief description | <ul style="list-style-type: none"> • The module provides a detailed and critical introduction to the key concepts and theories applicable to and used in marketing and marketing management in contemporary contexts and aims to explore and provide a critical introduction to the principles underpinning, and knowledge which is related to the formulation and appraisal of marketing strategies and policies, including those related to the marketing of physical products and services. • The module is also based on the exploration and development of a detailed and critical oversight of marketing management 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. The module therefore discusses and examines, through a process of disciplined analysis, the needs, wants, perceptions and preferences of target, defined, and intermediary markets and contexts as the basis for effective product design, pricing, communication, and distribution. These ideas lead to the exploration of, and an understanding of the rationale for marketing decisions and the contexts in which marketing decisions may be formulated and determined. This includes a consideration of marketing contexts from a managerial and management perspective and discusses the ways in which marketing plans may be formulated. (The module includes consideration of analytic techniques and the development of marketing plans) in order to provide a framework of understanding for marketing decision-making which incorporates models of decision making. (e.g. logical positivism; entrepreneurship, strategic contexts, single focus decisions) |

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| Code | MOD003404 |
| Title | Financial Analysis and Management |
| Brief description | <ul style="list-style-type: none"> • The module provides students with a comprehensive overview and understanding of the strategic management of finances and financial concepts within an organisation and of the relationship between management decisions related to financial matters and other conceptual values within financial planning areas as well as to business performance. As such the module is aimed at developing the critical understanding of the role of financial principles and their utilisation in an organisation at the strategic level and their impact at the level of decision making within organisations. Students are introduced to the financial focussed toolkit which supports their critical awareness and understanding of the management of financial responsibilities in a business. • The module explores, evaluates and differentiates between the three main types of decision and decision making facing finance managers, namely: - , investment decision making, financing decision making and dividend decisions. In evaluating these types of decisions and their rationale the ways in which financial analysis contributes to our understanding of financial decision making is explored and this is used to illustrate and evaluate how decision making issues and outcomes are interconnected and interrelated with key principles of finance namely 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. • The module also discusses and considers the relationship of strategic financial principles and decision making to the regulatory framework of accounting, the analysis of financial statements, and investment analysis and ethics in accounting. This module is therefore aimed at enabling students to understand the financial decision-making process and to interpret the impact financial decisions will have on value creation in an organisation or business context |

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| Code | MOD003405 |
| Title | Strategic Management |
| Brief description | <ul style="list-style-type: none"> • The module explores and provides students with a detailed critical framework for understanding the concepts, techniques, role, and functions of strategic management, strategic decision making and the formulation and application of strategy within contemporary business organisations, cultures and contexts. • Discussion is aimed at enhancing and supporting the critical understanding of how, in the formulation of corporate strategy for an organisation, differing discipline and functional areas of business (e.g. accounting, finance, human resources, information systems, marketing, operations management, cultural ownership, value and supply chains, and contexts etc.) are required to be considered as part of an integrative approach towards the formulation of strategy, decision making, and the application of strategy. • The role of change management within an organisation and its function within organisations as a driver of competitive advantage and organisational maturation and development is explored as a part of the development, formulation and articulation of strategy. • Examine the contribution which business organisations and contextual circumstances make to strategic development and their inter-relationship, and discusses the relationship and significance to customer service; the supply chain; provision of goods and services; total systems approaches; value chains and value concepts; client and customer perceptions; the manufacturing and operations plan, and global environments, |

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| Code | MOD003406 |
| Title | Managing Human Capital |
| Brief description | <ul style="list-style-type: none"> • The module explores and develops a detailed understanding of the current contexts and practices of human capital and human resource management, workforce management, the management of the individual and people management in differing cultures. This includes a consideration of examples drawn from differing cultures and an analysis of intellectual capital management in contemporary cultures and within differing societies. • The differing contexts for understanding the variable environments in which human resources management and workforce management has developed in contemporary contexts and in differing international cultures are explored as is their relevance to the position of theory and its relationship to practice in contemporary examples. • There is discussion and exploration of the theory, concepts, methods, techniques and issues involved in managing and leading people and human resources within organisations so as to facilitate maintaining and promoting a motivated workforce in an organisation as well as managing for change. The module evaluates and provides an understanding of the role of the manager and concepts of leadership and of how general management and leadership skills relate to the effective and efficient management of a workforce in a variety of contemporary cultural situations. The module also explores the role of the leader and , and the leader as manager, and management functions as they relate to an understanding of the critical operational and strategic perspectives which need to be considered in managing a workforce. There is also exploration of how current workforce management approaches might and may be applied in developing positions of competitive advantage and what strategies might be employed to achieve these objectives. |

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| Code | MOD003407 |
| Title | Corporate Finance |
| Brief description | <ul style="list-style-type: none"> • The module includes a comprehensive introduction to, and understanding and discussion of, the key finance concepts, tools and techniques which are required by the contemporary financial manager in order that they may take critically informed and comprehensive financial decisions in today's competitive business environment. • The module discussion is aimed at enhancing the capability and competency of students in order that they may take informed decisions based on reflective judgements; on the use of effective, analytic, and evaluative tools; on logical procedures and models; and on full understanding of the information and contexts which are at their disposal. As a result the module content explores the theoretical framework of finance, enabling students to evaluate a firm's investment, financing and dividend policies and formulate decisions based on their analysis of complex sources of evidence. • The teaching approach is designed to support and develop evaluative and analytic skills particularly in the identification of financial problems, and the formulation of solutions to problems. Contexts examined and evaluated include the institutional environment of corporate finance and discussion particularly identifies how institutions utilise corporate finance; how they utilise sources of finance and the relationship with the development of the firm/organisation and the advantages and disadvantages of alternative sources of finance and their impact upon the continued development of the organisation/firm. • The broader corporate finance contexts are also examined and this includes identification, analysis, and discussion of how and why economic change and changes in external and internal events and circumstances have an impact on markets and financial institutions and on their work and position in societies, in political contexts, and in wider social, economic, and technological contexts. • Lastly the module provides an overview and an analysis of the concept of globalisation and the way in which this has acted as a change factor in the view which we have of markets, financial institutions, investment analysis thinking, investment practicalities, and ethics. |

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| Code | MOD003409 |
| Title | International Business |
| Brief description | <ul style="list-style-type: none"> • The module provides an overview and analysis of the field of international business including the evaluation of the contexts, concepts, and interpretation of globalisation. It is designed to encourage discussion and understanding related to the key concepts which exist in evaluating the international business environment and provides a clear foundation for students wishing to specialise in this area of business futures. • Content includes the discussion and critical examination of the changing environment for international firms and organisations, particularly the political, social, economic, technological and other configurations that support cross-border trade and investment. • There is consideration and evaluation of the role of national policies, cultures and business systems and the evolution of international markets in goods, services and finance, and the super-national mechanisms and infrastructures for trade, investment and finance. The roles of international companies and models are analysed and evaluated including the concept and role of the international firm and organisation particularly their strategies and organisational design, their entry modes into international enterprise, and their behavioral and control systems. Consideration is also given to the utilisation of the human resource contribution to international business. • <u>Discussion and evaluation of the impact of contemporary events and contexts and of current events/affairs</u> and how these affect international businesses are examined through case study examples and specific contemporary examples. Contemporary business examples and strategic models and examples are also evaluated as are their activities and areas of sector or activity focus, for instance issues relating to international trade, foreign investment, international political conflict, financial crises, etc, within the focus of specific events (e.g. the sovereign debt crisis; the Euro Crisis etc) are discussed as part of the module content |

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| Code | MOD003410 |
| Title | Research Methodologies |
| Brief description | <ul style="list-style-type: none"> • Introduces students to the essential principles, practices and processes related to the rigorous selection, design, carrying out, analysis, evaluation and completion of a major piece of academic and/or business and management - discipline related research • Provides students with an understanding of the theoretical and practical aspects of research design and evaluation including ethical issues and literature/evidence searches and provide them with the necessary skills to undertake a sustained and individual programme of research. • Supports the development of the students' abilities in critical analysis, evaluation, the making of informed judgments and the communication of these in (a) academic and (b) professional business and management contexts • Develops the students' practical and professional abilities in applying and reviewing business and management research in both academic and simulation-live situations. |

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| Code | MOD003411 |
| Title | Dissertation (Major Project Module) |
| Brief description | <ul style="list-style-type: none"> • Provides students with the opportunity to review the general principles of research methods, research objectives, and research contexts; and to demonstrate; <ul style="list-style-type: none"> (a) their full comprehension of these, and: (b) their ability to put these into practice, through the planning, development, and execution to completion, of a significant body of independent research undertaken under supervision • Enables and encourages each student to create a platform and framework in which they may demonstrate their ability to analyse and synthesise the theories, knowledge and skills which they have developed throughout the program, and, through the use of appropriate research and interpretive methodologies, use these to examine a defined field and topic of enquiry and to work independently in an area of specific interest. • Provides each student with a research framework which allows them to demonstrate their intellectual capacities in analysis, synthesis, evaluation, interpretation, the formation of informed judgments, and the presentation of conclusions. • Enables each student to improve their abilities of independent working, skills of original and critical thinking and methods of research design, data collection, analysis and presentation which enable them to form robust, critical and grounded conclusions based on the consideration of appropriate evidence. • The module requires students to complete a substantial and sustained piece of academic and/or practice related work, which is based on effective and relevant research and to develop this from conception, to hypothesis, to synopsis, through the undertaking of analysis, the synthesis of argument, the evaluation of findings, the formation of conclusions and judgments, and where required, the making of recommendations based on rigorous consideration of evidence. |

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| Code | MOD003412 |
| Title | Integrated Case Study (Major Project Module) |
| Brief description | <ul style="list-style-type: none"> • Provide a learning framework within which the cross-functional contexts of the modern business environment and the skill sets required in this environment are able to be explored within a sustained piece of case study based analysis and research • Critically focus on enabling each student to review practical business problems and proposing solutions to these problems within a controlled “live” learning environment which is focused on case study evaluation. • Provide opportunities for each student to solve cases/case study examples and justify the solutions that have been put forward from an available pool of different solutions and scenarios. • Provide each student with an introduction to the differential learning opportunities offered within retrospective, contemporary, and prognostic case study analysis and the evaluations which may be drawn from differing examples. • The module requires students to complete a substantial and sustained piece of practice related and Case Study based work, which is based on effective and relevant research and to develop this from conception, to hypothesis, to synopsis, through the undertaking of analysis, the synthesis of argument, the evaluation of findings, the formation of conclusions and judgments, and where required, the making of recommendations based on rigorous consideration of evidence. This activity is based on the rigorous evaluation of appropriate Case Study examples, case study modeling and comparative analysis. The module also requires consideration of sectoral contexts/industry contexts and exemplars depending upon the Case Study examples and the areas being researched |

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| Code | MOD003413 |
| Title | Business Development Proposal (Major Project Module) |
| Brief description | <p>The module aims and content includes:</p> <ul style="list-style-type: none"> • Providing, evaluating and discussing a critical overview of Scenario Planning and Case Study Analysis and their application and use in the development of a Business Development Proposal which is taken and developed to a “live” and launch stage. • Evaluating the critical discussion framework for, and exploring the concepts which may be identified in examples, models and scenario planning contexts in order that these may be reviewed and effectively applied in the development of a business project proposal to the immediate pre-launch stage • Developing each learners experience in, and critical understanding, evaluation and analysis of, scenario evaluation and environmental scanning and how these may be used as creative contributions to business research, critical analysis, and strategic and operational thinking, • Providing each student with the opportunity to develop the skills to communicate proposed solutions and the rationale behind them to an audience of potential investors, peers, business professionals, and academic mentors; • Providing a project context which is based on the clear identification of business opportunity for each individual student and in which their formal 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 module requires the student to develop a full business project proposal up to the immediate pre- launch, pre-live stage. This involves the development of the proposed live business project from conception, through evaluation, analysis, synthesis of findings, the formation of judgements and conclusions, the positioning of the project to pre-launch stage. Included in the project requirements will be the concept planning, financial planning, marketing planning, and business proposal and presentation planning, investor planning and investor presentation planning, associated with the development and launch of a new business into the market. |