Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

MODULE DIRECTORY

LEVEL 7

ACADEMIC DISCIPLINE OF BIRMINGHAM AND LONDON CAMPUS

MASTERS OF BUSINESS ADMINITRATION (MBA):

International Business

INSTITUTE OF INNER CITY LEARNING

2024-2025

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INTRODUCTION

This Module Directory includes all the modules for Level 7 within the Institute of Inner City Learning in the academic year 2024-2025.

This directory accompanies the Programme of Study Handbook, which will provide you with details of which modules you will be studying for your programme this year in the 'Programme of Study' section. This directory may include modules that are running on other programmes of study within your Academic Discipline/Institute. If you require assistance in identifying the modules for your programme of study, please contact the Programme Manager (whose name and contact details are provided in the accompanying Programme of Study Handbook), or the relevant Institute Office.

The University has made every effort to make the information as full and as accurate as possible, but you should note that minor changes in the organisation of modules between the planning stage and the actual teaching are inevitable. We shall try to keep any such changes to a minimum, and you will receive plenty of advance warning in the event of any alteration. We would also be grateful if you would let us know about any changes that you think might be helpful if introduced into future handbooks.

MODULES

Module Code	LCMB7002
Title	Financial Management
Date	13/02/2023
Level	7
Credits	20
Pre-Requisites	None

AIM(S)

- To provide students with an in-depth study of financial techniques and processes which enable management to make strategic decisions in the context of competitive international environments.

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to demonstrate the ability to:

- apply and evaluate a variety of financial assessment techniques for application to a case study;
- evaluate and critically discuss various issues and theoretical frameworks used in the management and control of financial resources.

INDICATIVE CONTENT

- Financial statements as a means of communication; users of financial information; ratio analysis; trend analysis; interlinking of ratio results; comparison with similar sized businesses and industry sector norms; recommendations and conclusions; follow up analysis and interpretation; corporate failure prediction models; critical appraisal of techniques; application to international companies.
- Objectives of working capital management; methods of financing working capital (short- and long-term financing requirements); management and control of trade credit and trade debt; cash management, cash operating cycle, management of stocks; application of controls to international companies, evaluation of conflicting aims.
- Project appraisal including payback, APR, NPV, IRR; decision to make, buy or lease; effects of capital rationing, taxation and inflation; project appraisal; post completion audit and critical appraisal of the techniques applied; requirements of international companies and global projects.
- Corporate re-organisation, including mergers, takeovers, buyouts, demergers and corporate failure.
- Financing quality systems initiatives; financial metrics for QA processes.

Study Time Allocation

The study time for the module is divided as follows:

Activity type	Hours	Percentage
Scheduled learning	40	20%
Independent learning	160	80%
Placement learning	0	0%
TOTAL	**200**	**100%**

Assessment Component 1
(Tick one)

☐ **Written exam** ☒ **Coursework** ☐ **Practical**

Mode of assessment	Volume	Weighting
Essay	5000 words	100%

Assessment Summary

Activity type	Percentage
Written exam	0%
Coursework	100%
Practical	0%
TOTAL	**100%**

INDICATIVE READING LIST

Module Code	**LCMB7002**	
Module Title	**Financial Management**	
Classification	**Reading List entry**	**Electronic***
Essential	Brigham, E.F. and Houston, J.F. (2021) *Fundamentals of financial management*. Cengage Learning.	☒
Essential	Petty, J.W., Titman, S., Keown, A.J., Martin, P., Martin, J.D. and Burrow, M. (2015) *Financial management: Principles and applications*. Pearson Higher Education AU.	☒
Further	Collier, Paul M. (2012) *Accounting for Managers.* 4th ed. Chichester: Wiley.	☒
Further	Atrill, P. & McLaney, E. (2008) *Accounting and Finance for Non-Specialists.* 6th ed. FT Prentice Hall.	☐
Further	Neale, B. & McElroy, T. (2004) *Business Finance - A Value Based Approach.* 1st ed. FT Prentice Hall	☒
Further	Drury, C. (2008) *Management and Cost Accounting.* 7th ed. Southwestern Cengage Learning.	☒

Module Code	LCMB7003
Title	Strategic Management
Date	13/02/2023
Level	7
Credits	20
Pre-Requisites	None

AIM(S)

- To provide insight into new perspectives and experiences of current strategic thinking which contribute to innovative decision-making at all business levels for sustainable competitive.

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to demonstrate the ability to:

- synthesise the relationship between the external and internal environments of an organisation and their impact on its strategies;
- critically evaluate competitive and development strategies, in the context of contemporary strategic management issues;
- assess the factors that must be considered in strategy implementation.

INDICATIVE CONTENT

Over the course of this module students will undertake the study of strategic management through the analysis of case studies and current practice. Students will be encouraged to deal with complex systemic issues and relate their learning to relevant industry/business environments. Students will study the following:

- strategic management in different contexts; to include small business, multinational corporations, manufacturing and services, public sector and not for profit;
- strategic management in practice; to include the strategic position, strategic choices, strategy into action and development processes;
- strategic analysis; to include macro environment analysis using pest and other frameworks, for example five forces framework, defining strategic groups and critical success factors;
- resource, competence and strategic capability; to include how strategic capability contributes to competitive advantage. The strategic importance of resources, core competences and organisation capabilities;
- stakeholder expectation and organisational purpose; to include the importance of governance stakeholder mapping. Critical assessment of ethical issues, sustainability, corporate social responsibility and their impact on strategic development;
- assessment of organisational culture, structure and leadership, using appropriate academic theories and models and their impact on strategic implementation;
- business level strategy and different methods of achieving sustainable competitive advantage;

- corporate level strategy to include product diversity, international diversity, corporate parenting roles and portfolio management;
- strategic evaluation and selection; to include generic strategies and the various strategic development methods available to organisations (internal, acquisition and alliance) and how to best manage change.

Study Time Allocation

The study time for the module is divided as follows:

Activity type	Hours	Percentage
Scheduled learning	40	20%
Independent learning	160	80%
Placement learning	0	0%
TOTAL	**200**	**100%**

ASSESSMENT

Assessment Component 1
(Tick one)

☐ **Written exam** ☒ **Coursework** ☐ **Practical**

Mode of assessment	Volume	Weighting
Essay	5000 words	100%

Assessment Summary

Activity type	Percentage
Written exam	0%
Coursework	100%
Practical	0%
TOTAL	**100%**

INDICATIVE READING LIST

Module Code	**LCMB7003**	
Module Title	**Strategic Management**	
Classification	**Reading List entry**	**Electronic***
Essential	Hitt, M.A., Ireland, R.D. and Hoskisson, R.E. (2019) *Strategic management: Concepts and cases: Competitiveness and globalization*. Cengage Learning.	☒
Essential	David, F.R., David, F.R. and David, M.E. (2017) *Strategic management: concepts and cases: A competitive advantage approach* (p. 127). Pearson.	☒
Further	Johnson, G. and Scholes, K. (2010) *Exploring Strategy.* Harlow: FT Prentice Hall.	☒
Further	Lynch, R. (2010) *Corporate Strategy.* Harlow: FT Prentice Hall.	☐
Further	Mintzberg, H., Ahlstrand, B., and Lampel, J. (2008) *Strategy Safari: The Complete Guide Through the Wilds of Strategic Management.* Harlow: FT Prentice Hall.	☒

Further	Hayes, J. (2010) *The Theory and Practice of Change Management.* Palgrave.	☒
Further	Ridderstral, J. and Nordstrum, K. (2007) *Funky Business.* Harlow: FT Prentice Hall.	☒
Further	Senge, P. M. (2006) *The Fifth Discipline.* London: Random House Business Books.	☐

Module Code	LCMB7023
Title	Human Capital Management
Date	13/02/2023
Level	7
Credits	20
Pre-Requisites	None

AIM(S)

- To develop a critical and analytical understanding of the changing nature of HRM in a global context, from a primary focus on supporting line managers to manage their people well, to a more specialised and professional one of delivering sustainable organisation capability and performance.

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to:

- critically review and appraise current research and advanced scholarship so to enable them to evaluate managerial and business environments;
- demonstrate a systematic understanding of current issues in HRM and IHRM within a variety of organisations so to enable them to manage effectively the design and implementation of fair, efficient and effective policies and procedures that serve to deliver upon the strategic aims of the organisation.

INDICATIVE CONTENT

- The history and context of HRM and a critical appraisal of the HR function, role and standing within varying sectors including small, medium and large enterprises nationally and internationally.
- Organisation design, culture and development including the analysis of internal and external environments that impact upon the work of personnel professionals.
- National and international employment markets from which organisations source and mobilise staff; how employment markets are evolving and/or changing.
- Human resource planning processes employed by organisations and how these are now influenced by technology; including administering these processes lawfully, fairly, efficiently and effectively.
- Socialising personnel into the organisation; building the business activist; employer bonding and branding.
- Processes of managing performance; innovating new working practices; delivering outstanding customer service; breeding an environment where talent may grow; job design.
- Ethics and professionalism; commitment to equality of opportunity; managing diversity.

Study Time Allocation

The study time for the module is divided as follows:

Activity type	Hours	Percentage
Scheduled learning	40	20%
Independent learning	160	80%
Placement learning	0	0%
TOTAL	**200**	**100%**

ASSESSMENT

Assessment Component 1
(Tick one)

☐ **Written exam** ☒ **Coursework** ☐ **Practical**

Mode of assessment	Volume	Weighting
Essay or Report	2500 words	50%

Assessment Component 2
(Tick one)

☐ **Written exam** ☐ **Coursework** ☒ **Practical**

Mode of assessment	Volume	Weighting
Group Presentation	10 minutes per student	50%

Assessment Summary

Activity type	Percentage
Written exam	0%
Coursework	50%
Practical	50%
TOTAL	**100%**

INDICATIVE READING LIST

Module Code	**LCMB7023**	
Module Title	**Human Resource Management**	
Classification	**Reading List entry**	**Electronic***
Essential	Stone, R.J., Cox, A. and Gavin, M. (2020). *Human resource management*. John Wiley & Sons.	☒
Essential	Stewart, G.L. and Brown, K.G. (2019). *Human resource management*. John Wiley & Sons.	☒
Further	Armstrong M. (2012) *Armstrong's Handbook of Human Resource Management Practice.* 12th ed.	☒

Further	Henderson, I. (2011) *Human Resource Management for MBA Students.* London: CIPD.	☒
Further	Beardwell, I. and Gold, J. (2009) *Human Resource Development.* Basingstoke: Palgrave Macmillan.	☒
Further	Bratton J. and Gold J. (2012) *Human Resource Management Theory and Practice.* 5th ed. Palgrave.	☒
Further	Cook, M. (2009) *Personnel selection: adding value through people*. 5th ed. Chichester: John Wiley.	☒
Further	Dowling, P., Festing, M. and Engle, A. D. (2007) *International human resource management: managing people in a multi-national context.* 5th ed. London: Thomson Learning.	☒
Further	Edenborough, R. (2007) *Assessment methods in recruitment, selection and performance: a manager's guide to psychometric testing, interviews and selection.* London: Kogan Page.	☒
Further	Marchington, M. and Wilkinson, A. (2008) *Human Resource Management at Work.* Wiltshire: CIPD	☒
Further	Pilbeam, S. and Corbridge, M. (2006) *People resourcing: contemporary HRM in practice.* 3rd ed. Harlow: Financial Times / Prentice Hall.	☒

Module Code	LCMB7024
Title	Marketing Management
Date	13/02/2023
Level	7
Credits	20
Pre-Requisites	None

AIM(S)

- To provide a general introduction to the nature of marketing and the contribution of the marketing function to any organisation in relation to other business functions.

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to:

- critically appraise key marketing activities and the contribution of the marketing department to the organisation;
- anticipate and critically evaluate future developments in the field of marketing especially through technology.

INDICATIVE CONTENT

- The marketing concept: the nature of marketing, its key components and applications.
- Scanning the marketing environment with a view to designing a MKIS.
- The nature of buying behaviour.
- Market segmentation, target marketing and positioning and their use in developing marketing strategies and marketing plans.
- The marketing mix concept and its relation to segmentation.
- Internal organisational marketing, marketing the corporate brand. Product and service quality audit.
- Brand building techniques and brand management.
- Market Analysis- market forces and failure, government intervention and failure in the market, competitive, cooperative and co-operatitive paradigms, consumer behaviour in a digital environment (C2B, C2C, B2C, B2B, C2G, G2C etc.).
- Current issues and future developments in marketing to include ethics, green marketing, cyber marketing.

Study Time Allocation

The study time for the module is divided as follows:

Activity type	Hours	Percentage
Scheduled learning	40	20%
Independent learning	160	80%
Placement learning	0	0%
TOTAL	**200**	**100%**

ASSESSMENT

Assessment Component 1
(Tick one)

☐ **Written exam** ☒ **Coursework** ☐ **Practical**

Mode of assessment	Volume	Weighting
Essay	2500 words	50%

Assessment Component 2
(Tick one)

☐ **Written exam** ☒ **Coursework** ☐ **Practical**

Mode of assessment	Volume	Weighting
Portfolio (4 elements)	2500 words	50%

Assessment Summary

Activity type	Percentage
Written exam	0%
Coursework	100%
Practical	0%
TOTAL	**100%**

INDICATIVE READING LIST

Module Code	**LCMB7024**	
Module Title	**Marketing Management**	
Classification	**Reading List entry**	**Electronic***
Essential	Abratt, R. and Bendixen, M. (2018). *Strategic marketing: Concepts and cases.* London:Routledge.	☒
Essential	Bagozzi, R.P., Rosa, J.A., Celly, K.S. and Coronel, F. (2018). *Marketing-Management.* Walter de Gruyter GmbH & Co KG.	☒
Further	Hooley, G.J., Saunders, J.A. & Piercy N.F. (2009) *Marketing Strategy and Competitive Positioning.* Essex. Prentice Hall International.	☒
Further	Kartajaya, H., Kotler, P. and Setiawan, I. (2016). *Marketing 4.0: moving from Traditional to Digital.* John Wiley & Sons.	☐
Further	Baker, M. (2004) *Marketing Theory.* London. Thomson Learning.	☐

Further	Beller, K., Weiss, S. & Patler, L. (2007) *The Consistent Consumer.* Sedona AZ. LTS Press.	☐
Further	Brassington, F. & Pettit, S. (2010) *Principles of Marketing. Harlow*: FT Prentice Hall.	☐
Further	Chaffey, D., Ellis-Chadwich, F & Johnson, K. & Mayer, R. (2006) *Internet Marketing.* 3rd ed. Essex. FT Prentice Hall.	☐
Further	Christopher M., Payne, A & Ballantyne, D. (2002) *Relationship Marketing.* Oxford. Butterworth-Heinemann.	☐
Further	de Chernatony, L & McDonald, M. (2003) *Creating Powerful Brands.* 3rd ed. Oxford. Butterworth-Heinemann.	☐
Further	Dibb, S., Simkin, L. M. and Ferrell, O. C. (2012) *Marketing: Concepts and Strategies.* 6th ed. Cengage Learning EMEA.	☐

Module Code	LCMB7026
Title	International Marketing: Principles and Practices
Date	13/02/2023
Level	7
Credits	20
Pre-Requisites	None

AIM(S)

- To support the development of a comprehensive understanding of contemporary marketing theories and practices in an international environment.

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to demonstrate the ability to:

- critically compare and contrast the impact of cultural differences and similarities between nations in a marketing context;
- identify and critically reflect on the contemporary ethical and practical frameworks of marketing within a global context.

INDICATIVE CONTENT

- The global marketplace and economic environmental issues such as barriers to free trade.
- Cultural and social forces and their impact on marketing activities and consumer buying behaviour.
- International market research including sources of information, primary and secondary research and data collection issues in an international context.
- The development of global marketing strategies and international communications such as advertising, sales promotion public relations and sponsorship.
- Global branding and the cultural implications and ethical issues on a multinational and local scale.
- The considerations involved in the planning of international marketing entry strategies and the use of appropriate channels.
- International pricing issues including export pricing and pricing strategies and issues such as the 'dumping' of goods.
- Issues of application of marketing tools and techniques in an international setting.

Study Time Allocation

The study time for the module is divided as follows:

Activity type	Hours	Percentage
Scheduled learning	40	20%
Independent learning	160	80%
Placement learning	0	0%
TOTAL	**200**	**100%**

ASSESSMENT

Assessment Component 1
(Tick one)

☐ **Written exam** ☒ **Coursework** ☐ **Practical**

Mode of assessment	Volume	Weighting
Essay	5000 words	100%

Assessment Summary

Activity type	Percentage
Written exam	0%
Coursework	100%
Practical	0%
TOTAL	**100%**

INDICATIVE READING LIST

Module Code	**LCMB7026**	
Module Title	**International Marketing: Principles and Practices**	
Classification	**Reading List entry**	**Electronic***
Essential	Czinkota, M.R., Ronkainen, I.A. and Cui, A. (2022) *International marketing*. Cengage Learning.	☒
Essential	Pegan, G., Vianelli, D. and Luca, P.D. (2020) *International Marketing Strategy*. Springer.	☒
Further	Hooley, G.J. et al. (2020) *Marketing strategy and competitive positioning*. 7th ed. Harlow, England; Pearson.	☒
Further	Visconti, L.M., Peñaloza, L. and Toulouse, N. (2020) *Marketing management: a cultural perspective*. 2nd ed. Edited by L.M. Visconti, L. Penalozaa, and N. Toulouse. London; Routledge.	☒
Further	Krom, I. (2022) *Handbook of Research on Global Perspectives on International Advertising*. Hershey: IGI Global.	☒
Further	Harvey, J.N. (2020) *Localizing global marketing strategies : emerging research and opportunities*. Hershey, Pennsylvania: IGI Global.	☒
Further	Saura, J.R. (2021) *Advanced digital marketing strategies in a data-driven era*. Edited by J.R. Saura. Hershey, Pennsylvania: Business Science Reference.	☒

Module Code	LCMB7034
Title	International Business Concepts
Date	13/02/2023
Level	7
Credits	20
Pre-Requisites	None

AIM(S)

- To provide students with a comprehensive understanding of contemporary business theories and practices in an international environment.

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to demonstrate the ability to:

- critically evaluate the main features which contribute to the international business environment and its main institutions and the key decisions underpinning international organisational strategy;
- evaluate the different modes of engagement with international markets and explore the interconnectedness between these and the economic, legal, governmental, political, regulatory, cultural and other environments in which expanding companies operate;
- conduct informed research into international business issues and apply theoretical insights to the analysis of such issues in the context of a complex international business environment.

INDICATIVE CONTENT

- Introduction to international business and forces for globalization.
- Theories of international trade.
- Foreign exchange and the international monetary system.
- The regulatory environment: Political, legal and human resources management.
- The cultural environment and cross-cultural contexts.
- Drivers for international business.
- Emerging economies and international contexts.
- International entry strategy.
- International joint ventures.
- Preparing the organisation for international business.
- The international business plans.

Study Time Allocation

The study time for the module is divided as follows:

Activity type	Hours	Percentage

Scheduled learning	40	20%
Independent learning	160	80%
Placement learning	0	0%
TOTAL	**200**	**100%**

ASSESSMENT

Assessment Component 1
(Tick one)

☐ **Written exam** ☒ **Coursework** ☐ **Practical**

Mode of assessment	Volume	Weighting
Essay	5000	100%

Assessment Summary

Activity type	Percentage
Written exam	0%
Coursework	100%
Practical	0%
TOTAL	**100%**

INDICATIVE READING LIST

Module Code	**LCMB7034**	
Module Title	**International Business Concepts**	
Classification	**Reading List entry**	**Electronic***
Essential	Griffin, R.W. and Pustay, M.W. (2020) *International business a managerial perspective*. 9th, global edition. Harlow, England: Pearson.	☒
Essential	Peterson, M F & Thomas, D.C. (2017) *Cross-cultural management : essential concepts.* 4th ed. International student edition. SAGE.	☒
Further	Schlegelmilch, B.B. and Szőcs, I. (2020) *Rethinking Business Responsibility in a Global Context Challenges to Corporate Social Responsibility, Sustainability and Ethics*. 1st ed. 2020. Edited by B.B. Schlegelmilch and I. Szőcs. Cham: Springer International Publishing.	☒
Further	Teixeira, N.M. (2020) *Management control systems and tools for internationalization success*. Hershey, Pennsylvania: IGI Global.	☒
Further	Asmat N.A.T., Norhayati Z. and Abdul Latif, S.A. (2022) *Multidisciplinary perspectives on cross border trade and business*. Edited by Asmat Nizam Abdul Talib, Norhayati Zakaria, and S.A. Abdul Latif. Hershey, Pennsylvania: Business Science Reference.	☒

Further	Daniels, R. and Sullivan (2011) *International Business.* Pearson.	☒
Further	Luo, Y. (2009) 'Political Risk and Country Risk in International Business: Concepts and Measures', in *The Oxford Handbook of International Business*. Oxford University Press.	☒

Module Code	LCMB7035
Title	Dissertation
Date	08/07/2024
Level	7
Credits	60
Pre-Requisites	
DBS Check	May be required ☐ Not required ☒

AIM(S)

- To develop in the student an understanding of the application of research methodologies, and an ability to frame a research proposal.
- To develop in the student the ability to report research results in written format to an academic and/or professional audience, and to further develop the student's capacity for critical analysis and independent thought.

PRE-REQUISITES

It is a prerequisite of this module that students attend a series of Research Methodology workshops and as a result have produced a successful research or independent study proposal for a dissertation. The workshops are intended to prepare students for the requirements of independent research and to enhance their professional competencies necessary for this purpose. This will ensure that students will:

- have developed a clear focus for their research, inquiry or investigation;
- have identified the context, boundaries and stakeholder interests;
- have considered research perspectives and ethical concerns and procedures;
- are informed about data collection and analysis and are in a position to successfully complete their research project.

All MBA Pathway students must write a Research Proposal and Dissertation that relates to their pathway specialism, e.g. MBA International Business must choose a International Business topic. Students will be given guidance in the Research Methods workshops and, following the Research Proposal submission, on the parameters of the specialist topics.

Once the Research Proposal has been successfully completed, the dissertation module provides the student with the necessary support and opportunity to produce a substantial specialist body of research (15,000 words) which has been instigated, developed and produced as a consequence of their own research initiative.

Only on the successful completion of Part 1 and the research/independent study proposal, will the student be formally invited to submit a dissertation.

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to:

- prepare a research/independent study proposal that provides evidence that the topic to be studied is worth addressing; that the way the proposal addresses the topic is both appropriate and feasible in terms of intended activities, outcomes and resources and thus establishes its importance to both academic and professional communities;
- plan, manage and execute an in-depth research, inquiry or investigation with a business and/or management focus by applying the principles of research design and appropriate methodology selection to the formulation of a research question including, where appropriate, formal hypotheses that can be tested, and the selection of appropriate research methods for answering these questions;
- demonstrate the ability to conduct research under supervision in a business and management context including the ability to critically review published literature, show conceptual and theoretical understanding, identify research problems, use project management skills to budget, manage time and other resources, handle data, interpret results and disseminate findings in a way that is consistent with professional business and management practice and normal principles of research ethics;
- exhibit the analytical, numerical, literacy, communication and computer skills to enable critical research to be undertaken and be able to apply those transferable skills to develop research-based inquiry in future employment settings.

INDICATIVE CONTENT

- The complexities and practical issues of business and management research: Independent learning and development; stakeholder interests and ethical considerations; the investigative process; philosophical considerations; the use of theory; the importance of on-going clear communication.
- The importance of clear aims and objectives: project management, use of project management skills to budget, manage time and other resources, building and managing relationships; learning and reflection, reviewing and judging.
- Exploring the literature, writing a literature review, reviewing published literature critically, showing conceptual and theoretical understanding, identifying research problems and questions.
- Choosing a research method, data collection and sampling, data analysis and interpreting results, reliability and validity of data, evidence-based approach; disseminating findings in a way that is consistent with professional business and management practice. Drawing valid conclusions and recommendations. Reflecting on the research process and outcomes and the learning experience.

Study Time Allocation

The study time for the module is divided as follows:

Activity type	**Hours**	**Percentage**
Scheduled learning	35	6%
Independent learning	565	94%
Placement learning	0	0%
TOTAL	**600**	**100%**

ASSESSMENT

Assessment Component 1
(Tick one)

☐ **Written exam** ☒ **Coursework** ☐ **Practical**

Mode of assessment	Volume	Weighting
Formative Research Proposal and Dissertation	15000 words	100%

Assessment Summary

Activity type	Percentage
Written exam	0%
Coursework	100%
Practical	0%
TOTAL	**100%**

INDICATIVE READING LIST

Module Code	LCMB7035	
Module Title	Dissertation	
Classification	**Reading List entry**	**Electronic***
Essential	Greenfield, T. and Greener, S. eds. (2016) *Research methods for postgraduates*. John Wiley & Sons.	☒
Essential	Acharyya, R; Bhattacharya, N. eds. (2020), *Research methodology for social sciences*, Routledge.	☒
Essential	Bryman, A. and Bell, E. (2019) *Business research methods.* 5th ed. Oxford University Press.	☒
Essential	Hart, C. (2014) *Doing Your Masters Dissertation (Essential Study Skills series).* London: Sage Publications.	☐
Essential	Kinnear, P.R. and Gray, C. D. (2007) *SPSS 15 Made Simple*, Hove: Psychology Press.	☒
Essential	Saunders, M. et al (2016) *Research Methods for Business Students.* Harlow: Prentice Hall.	☒
Essential	Cresswell, J. (2012) *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches.* London: Sage Publications.	☒
Further	Gardiner, P. (2015) *Project Management: A Strategic Approach.* 2nd ed. Basingstoke, Palgrave.	☒
Further	Brown, R.B. (2006) *Doing your dissertation in business and management: the reality of researching and writing*. London: Sage Publications.	☒
Further	Cameron, S. and Price, D. (2009) *Business research methods: a practical approach.* London: Chartered Institute of Personnel and Development.	☒
Further	Davies, M.B. (2007) *Doing a successful research project: using qualitative or quantitative methods.* Basingstoke: Palgrave Macmillan.	☒

Further	Fisher, C.M. & Buglear, J. (2010) *Researching and writing a dissertation: an essential guide for business students.* 3rd ed. Harlow: Financial Times/Prentice Hall.	☒

Module Code	LCMB7036
Title	Integrated Case Study
Date	08/07/2024
Level	7
Credits	60
Pre-Requisites	Successfully completing Part I of the MBA programme.
DBS Check	May be required ☐ Not required ☒

AIM(S)

- To develop in the student an understanding of the application of research methodologies, and an ability to frame a research proposal and report research results in written format to an academic and/or professional audience, and to further develop the student's capacity for critical analysis and independent thought.
- To develop the students' practical and professional abilities in applying and reviewing business and management research with both academic rigour and practical application.

PRE-REQUISITES

It is a prerequisite of this module that students attend a series of Research Methodology workshops and as a result have produced a successful research or independent study proposal for an integrated case study proposal. The workshops are intended to prepare students for the requirements of independent research and to enhance their professional competencies necessary for this purpose. This will ensure that students will:

- have developed a clear focus for their research, inquiry or investigation;
- have identified the context, boundaries and stakeholder interests;
- have considered research perspectives and ethical concerns and procedures;
- be informed about data collection and analysis and are in a position to successfully complete their research project.

All MBA students are required to write a Case Study Proposal. All integrated case studies should be aligned with an International Business theme. Students will be given guidance in the Research Methods workshops.

Once the proposal has been successfully completed, the integrated case study module provides the student with the necessary support and opportunity to produce a substantial piece of independent work (15,000 words) which has been instigated, developed and produced as a consequence of their own research initiative.

All students are expected to be granted ethical approval before collecting any data.

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to demonstrate the ability to:

- logically and systematically formulate research questions and describe and critically evaluate differing research methods, approaches, and use of evidence including the formation of hypotheses, or other research models, or paradigms, and justify and defend the selection and use of specific research methodologies as these relate to a proposed project;

- integrate and plan key research activities and schedules including the setting of timetables and research objectives, and the acceptance of accountability for all aspects of the conduct of a research project;
- critically identify and apply appropriate research methods to carry out a sustained and extended piece of research which will result in the write up of the work undertaken, the critical consideration of the evidence considered, and the formation of conclusions based on the research processes followed;
- undertake a critical, evaluative and analytic review of a complex business scenario and identified case study(s) and produce a situational and strategic analysis of the case study and its business environment contexts;
- comprehend the strategic and operational constraints and cross functional complexity of business environments and the value of case study and scenario analysis in understanding this complexity;
- undertake a research based retrospective, current, or prognostic evaluation of specified case study(s) and identify and evaluate the business and organisational lessons which can be learnt from this evaluation;
- demonstrate the ability to evaluate and conduct case study research under supervision in a scenario based context, including the ability to critically review published case studies, show conceptual and theoretical understanding, identify case study research problems and propose solutions, use project management skills effectively, handle data from a variety of sources, interpret results and disseminate findings in a way which is consistent with professional business and management practice and principles of business ethics;
- articulate, present, propose and critically defend a case study analysis based on a set of comparative evaluations, theoretical interpretations and environmental contexts which are underpinned by, and linked to, relevant theory, models and practice, resulting in a specific case study which relates to professional practice and career objectives.

INDICATIVE CONTENT

- The complexities and practical issues of business and management research: Independent learning and development; stakeholder interests and ethical considerations; the investigative process; philosophical considerations; the use of academic theory; the importance of on-going clear communication.
- The modelled approach to case study analysis for decision making; the importance of clear identification of problems, analysis and strategic intent; the models and parameters of case study analysis; issues relating to and presenting a case study report.
- Identifying and critically reflecting on situational and resource constraints and issues impacting upon particular examples and cases; setting assumptions and strategic business planning, based on critical analysis in relation to case study examples; setting appropriate, well-argued objectives, strategies, action plans, by function to time scales.
- Critically exploring the case study and reviewing other relevant published literature critically, demonstrating conceptual and theoretical understanding by applying and referring to relevant academic theories and models in an appropriate and academically rigorous manner.
- Disseminating findings in a way that is consistent with professional business and management practice. Drawing valid conclusions and recommendations. Reflecting on the research process and outcomes and the learning experience.

Study Time Allocation
The study time for the module is divided as follows:

Activity type	Hours	Percentage
Scheduled learning	35	6%
Independent learning	565	94%
Placement learning	0	0%
TOTAL	600	100%

ASSESSMENT

1. **Assessment Component 1**

(Tick one)

☐ **Written exam** ☒ **Coursework** ☐ **Practical**

Mode of assessment	Volume	Weighting
Formative Research Proposal and case study	15000 words	100%

Assessment Summary

Activity type	Percentage
Written exam	0%
Coursework	100%
Practical	0%
TOTAL	**100%**

INDICATIVE READING LIST

Module Code	**LCMB7036**	
Module Title	**Integrated Case Study**	
Classification	**Reading List entry**	**Electronic***
Essential	Bryman, A. and Bell, E. (2017) *Business Research Methods.* Oxford, OUP.	☒
Essential	Saunders, M.N.K., Lewis, P., and Thornhill, A. (2019) *Research methods for business students.* FT Prentice Hall.	☒
Essential	Easterby-Smith, M. Thorpe, P. & Lowe, A. (2018) *Management Research an Introduction.* 3rd ed. Sage.	☒
Further	Bassey, M. (1999) 'Case Study Research in Educational Settings', Open University Press Bell, J. (2010), *Doing your Research Project: A Guide for First-Time Researchers in Education, Health and Social Science.* 5th ed. Milton Keynes: Open University Press.	☒

Further	Bell, J. (2010) *Doing your Research Project: A Guide for First-Time Researchers in Education, Health and Social Science.* 5th ed. Milton Keynes: Open University Press.	☒
Further	Fisher, C. (2010) *Researching & Writing a Dissertation: A Guidebook for Business Students.* 3rd ed. London: Sage Publications Ltd.	☒
Further	Thomas, G. (2010) *How to do your Case Study: A Guide for Students and Researchers.* Sage Publications Ltd.	☒
Further	Yin, R.K. (2008) *Case Study Research: Design and Methods.* 4th ed. Sage Publications, Inc.	☒
Further	Simons, H. (2009) *Case Study Research in Practice.* Sage Publications Ltd.	☒
Further	Saunders, M., Lewis, P., & Thornhill, A. (2009) *Research Methods for Business Students.* 5th ed. Harlow: FT Prentice Hall.	☒

Module Code	**LCMB7037**
Title	**Business Development Proposal**
Date	**08/07/2024**
Level	**7**
Credits	**60**
Pre-Requisites	**Attendance at a series of Research Methodology workshops and production of a successful research or independent study proposal which will lead to a business development proposal**
DBS Check	**May be required ☐ Not required ☒**

AIM(S)

- To develop in the student an understanding of the application of research methodologies, and an ability to frame a business development proposal and report research results in written format to an academic and/or professional audience, and to further develop the student's capacity for critical analysis and independent thought.
- To develop the students' practical and professional abilities in applying and reviewing business and management research with both academic rigour and practical application.

PRE-REQUISITES

It is a prerequisite of this module that students attend a series of Research Methodology workshops and as a result have produced a successful research or independent study proposal, which will lead to a business development proposal. The workshops are intended to prepare students for the requirements of independent research and to enhance their professional competencies necessary for this purpose. This will ensure that students will:

- have developed a clear focus for their research, inquiry or investigation;
- have identified the context, boundaries and stakeholder interests;
- have considered research perspectives and ethical concerns and procedures;
- be informed about data collection and analysis and are in a position to successfully complete their business development proposal.

Students will be given guidance in the Research Methods workshops and, following the Research Proposal submission, on the parameters of the specialist themes.

Once the initial research proposal has been successfully completed, the business development proposal module provides the student with the necessary support and opportunity to produce a substantial piece of independent work (15,000) which has been instigated, developed and produced as a consequence of their own research initiative.

Only on the successful completion of Part 1 and the research/independent study proposal, will the student be formally invited to submit a business development proposal.

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to demonstrate the ability to:

- prepare a research/independent study proposal that provides evidence that the topic to be studied is worth addressing; that the way the proposal addresses the topic is both appropriate and feasible in terms of intended activities, outcomes and resources and thus establishes its importance to both academic and professional communities;
- plan, manage and execute an in-depth research, inquiry or investigation with a business and/or management focus by applying the principles of research design to the formulation of a research question including, where appropriate, formal hypotheses that can be tested and the selection of appropriate research methods for answering these questions;
- critically evaluate the appropriateness of qualitative/quantitative methods of data collection, in combination as necessary, to analyse, synthesise, interpret and present the resulting data and the applications of those methods by other researchers in other contexts;
- demonstrate the ability to conduct research under supervision in a business and management context including the ability to review published literature critically, show conceptual and theoretical understanding, identify research problems, use project management skills to budget, manage time and other resources, handle data, interpret results and disseminate findings in a way that is consistent with professional business and management practice and normal principles of research ethics;
- exhibit the analytical, numerical, literacy, communication and computer skills to enable critical research to be undertaken and be able to apply those transferable skills to develop research-based inquiry in future employment settings;
- articulate, present, propose and critically defend a business case, based on a set of scenario and environmental interpretations, which are underpinned by and linked to relevant academic theories and models, resulting in a specific project proposal and plan(s) to the immediate pre-launch stage of the project.

INDICATIVE CONTENT

- The complexities and practical issues of business and management research: Independent learning and development; stakeholder interests and ethical considerations; the investigative process; philosophical considerations; the use of theory; the importance of on-going clear communication.
- The importance of clear aims and objectives: project management, use of project management skills to budget, manage time and other resources, building and managing relationships; learning and reflection, reviewing and judging.
- Exploring the literature, writing a literature review, reviewing published literature critically, showing conceptual and theoretical understanding, identifying research problems and questions.
- Choosing a research method, data collection and sampling, data analysis and interpreting results, reliability and validity of data, evidence-based approach; disseminating findings in a way that is consistent with professional business and management practice. Drawing valid conclusions and recommendations. Reflecting on the research process and outcomes and the learning experience.
- Introduce 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.

- Provide 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.
- Support 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.
- Develop the students' practical and professional abilities in applying and reviewing business and management research in both academic and simulation-live situations.
- Provide, evaluate and discuss a critical overview of Scenario Planning and case study analysis and their application and use in the development of a Business Development Proposal and Business Plan which is taken and developed to a "live" and launch stage.
- Evaluate 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 and business submission stage.
- Develop each learner's 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, strategic and operational thinking, and the formation of a new business venture.
- Provide 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.
- Provide 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.

Study Time Allocation

The allocation of teaching to deliver the module is:

Activity type	**Hours**	**Percentage**
Scheduled learning	35	6%
Independent learning	565	94%
Placement learning	0	0%
TOTAL	600	100%

ASSESSMENT

2. Assessment Component 1

(Tick one)

☐ **Written exam** ☒ **Coursework** ☐ **Practical**

Mode of assessment	**Volume**	**Weighting**
Formative Research Proposal and Business Development Proposal	15000 words	100%

Assessment Summary

Activity type	Percentage
Written exam	0%
Coursework	100%
Practical	0%
TOTAL	**100%**

INDICATIVE READING LIST

Module Code	**LCMB7037**	
Module Title	**Business Development Proposal**	
Classification	**Reading List entry**	**Electronic***
Essential	Bryman, A. and Bell, E. (2011) *Business Research Methods.* Oxford, OUP.	☒
Essential	Saunders, M.N.K., Lewis, P., and Thornhill, A. (2009) *Research methods for business students.* FT Prentice Hall.	☒
Essential	Easterby-Smith, M. Thorpe, P. & Lowe, A. (2008) *Management Research an Introduction.* 3rd ed. Sage.	☒
Further	Bryman, A. and Bell, E. (2011) *Business Research Methods.* Oxford, OUP.	☒
Further	Phelps, R., Adams, R. and Bessant, J. (2007) 'Lifecycles of growing organisations: A review with implications for knowledge and learning', in International Journal of Management Reviews. Vol 9 issue 1: pp.1-30.	☒
Further	Mullins, J. (2006) *The new business road test: What entrepreneurs and executives should do before writing a business plan*. Financial Times/Prentice Hall.	☒
Further	Jankowicz, A.D. (2004) *Business research projects.* 4th ed. Thomson Learning.	☒
Further	Cornelius, P., Van de Putte, A. and Romani, M. (2005) 'Three Decades of Scenario Planning in Shell', in California Management Review. Vol. 48 Issue 1: pp.92-109.	☒
Further	Lindren, M. & Bandhold, H. (2002) *Scenario Planning; The link between Future and Strategy*. Palgrave Macmillan.	☒
Further	Yin, R.K. (2003) *Case Study Research: Design and Methods.* 3rd ed. Sage.	☒