**Course Information Sheet  
MBA Business Administration (International)  
Modules**

Full time Year 1:

**PSR MOD009372 Postgraduate Study Skills, Research Methods, and Ethics**

This module provides an opportunity for students to secure their academic skills at the outset of postgraduate study, and to understand empirical and conceptual methods appropriate for independent research, related to a topic of the student’s choice, within a specific chosen area of study. The module aims to demonstrate the strengths of relevant research methodologies and provides the opportunity for students to enhance the skills needed to work effectively with academic and practitioner literature, primary and secondary data sources.

Extensive coverage of the ethical implications of different ways of gathering and processing data is provided, including balancing harm to self and others, risk and proportionality, GDPR and regulatory constraints, as well as the University’s expectations as to the ethical conduct of research by taught postgraduate students.

The module also teaches students how to demonstrate methods of supporting arguments in texts, with reference to the views of leading authorities within a theoretical structure. Attention will also be given to academic writing and academic referencing. As part of the postgraduate skills syllabus, and in addition to research methodologies and ethical considerations, students will also benefit from guidance on developing postgraduate careers, and developing their critical thinking and argumentation skills, both verbally and in written format.

**IFO MOD009373 International Finance and Operations**

Today's fast-paced business environment places increasing pressure on organisations to manage their finances and operations effectively. To meet these challenges, there is a growing demand for professionals with financial and operational skills which makes this module an essential component of the MBA curriculum.

In the first half of the module, students will be introduced to the theoretical and practical aspects of financial statement analysis, ratio analysis, capital structure and cost of capital calculations. Emerging issues in corporate financing will are identified and discussed such as sustainable finance, corporate activism, and shareholder engagement. Students will then investigate the concept of the time value of money and its applications in valuing investments and calculating potential returns. Various investment appraisal techniques will be taught and applied.

In the operations phase of the module, students will consider the maximal definition of operations management encompassing the supply network at the top or macro level of analysis, and the management of discrete operations as constituting the meso level, and the management of work processes as the micro level. Students will examine the implications of inventory levels, along with the advantages and disadvantages of different operational models/processes. They will also examine issues around quality management and assurance.

**PIM MOD009374 Principles of International Marketing**

International Marketing develops a critical awareness of changing international markets, the key management aspects of global marketing strategy in the context of an intensively competitive and changing market, together with cultural and cross- cultural marketing activities.

The changing pace of internationalisation increased cross-border mobility, and e-commerce trading markets have made the business environment more complex and competitive. Given these developments, participants will have the opportunity to place their own organisations under the microscope with a view to establishing new forms of competitive advantage in their own markets.

Content includes overseas market identification, market research; entry and strategic positioning are examined, in addition to socio-cultural, trading and currency considerations for marketing management. Cross-cultural understanding will be a key component of the learning, and special attention will be paid to the issues of sustainability, corporate social responsibility, and ethics. Modular assessment is via coursework and a practical presentation.

**CCH MOD009375 Cross-Cultural Leadership and Human Capital Management**

People are the key asset of any organisation or project. In the modern world, the human capital of international organisations and projects will be diverse, and not always wholly owned. Outsourcing and temporary contracting of human resource has increased substantially in recent years, resulting in multi-skilled, partly owned workforces that are more critical of the sustainable, environmental, and ethical credentials of their employers than ever before. In particular, where the workforce is wholly owned and stable, employees increasingly believe they should have a voice in the matter of organisational values and behaviours, and this has significant implications for organisational design and culture.

This module is designed to equip students with the cross-cultural awareness required to successfully lead and manage international organisations and projects. The content covers both the functional aspect of managing people, and the aspirational and motivational aspects of leading them. The module will explore different workforce models and the implications for international labour markets resulting from the effects of external factors in the international business environment. The module will also explore how business and project leaders can source, motivate, and retain high-performing staff in a competitive, international marketplace. It will also consider how these individuals can be brought together to create synergy, resulting in high-performing, resilient teams.

The module will explore the differing legislative approaches to managing human capital across the globe and consider how international organisations deal with the complexity caused by both employment legislation and national cultures. The module will also explore how organisations manage politically charged and socially sensitive issues that affect the workforce. Ethics will form a key aspect of these debates.

**ISM MOD009376 International Strategic Management, Innovation, and Entrepreneurship**

This module is designed to give students a thorough grounding in strategic management, and the roles played by innovation and entrepreneurship within organisational strategy. The module begins with an introduction to strategy, its origins, and its place within organisations, especially multi-national corporations. Students will be taught how to apply a range of strategic tools in the context of the current international business environment. This will include the process of evaluating strategic options and analysing the trade-offs presented by each. Students will also consider the importance of ethics in stakeholder management and corporate governance.

The module will then explore emergent strategy, encompassing innovation and entrepreneurship. Students will explore the tension between these approaches and long-term deliberate strategy, identifying the trade-offs implicit in each approach. The nature of entrepreneurship, both within large organisations, and as a means of market entry for start-ups will be explored, as will the tension between the competing needs for innovation and stability/maturity.

Throughout the module, the corporation/organisation’s duty to address sustainability and to demonstrate corporate social responsibility will be examined. Similar to other modules on this course, modular assessment is via coursework and an innovative practical presentation simulating real-life professional practice.

**PIP MOD009393 Postgraduate Integrative Project**

This Module supports students in the preparation and submission of a master’s level research dissertation/project. The dissertation/project will address a real-life business-related question (if possible, from the student’s own work place) and also enable students to demonstrate the features associated with academic mastery. Some students may choose to undertake a consultancy project within their own or another organisation.

Throughout this module students are expected to demonstrate significant capacity in areas including individual research, application of academic understanding and thought to real-life business issues and problems, the application of logical argument and the ability to communicate through the written word.

The final written dissertation or consultancy report will not exceed 8,000 words in length. This may include discussion and consideration of the cultural aspects of any recommendations made. Similarly, every student will also be required to directly consider the sustainability of their findings, conclusions, and recommendations in both a global and business-specific context.

The student will be allocated a supervisor who will assist them in formulating their research questions, research methodology and methods.

In the course of your studies with us you may generate intellectual property which is defined as an idea, invention or creation which can be protected by law from being copied by someone else. By registering with us on your course you automatically assign any such intellectual property to us unless we agree with you that this is retained by you, or if an organisation is covering the cost of your course that this is retained by them. In consideration of you making this dissertation you will be entitled to benefit from a share in any income generated in accordance with our Revenue Sharing Policy in operation at that time. Details of our Intellectual Property Policy and Guidelines are available from the university’s website.

The purpose of the integrative project is to deliver a practical and realistic solution to a management-related problem, which is supported by appropriate reference to theoretical and conceptual analysis.

You will be achieved by producing a Dissertation or a Consultancy Project Report (CPR) of 8,000 words by choosing ONE of the following approaches:

A dissertation, on a management subject, that has an international dimension or relevance and/or is sector-related, and establishes a synthesis of pertinent academic theory with practical management outcomes, such as: (i) Applied Primary Research Study, or (ii) Secondary Research Synthesis, or (iii) Research using publicly available data sets, or (iv) A work-based project, which will involve you working in a consultative capacity with a specific organisation, where the emphasis will be on analysing and evaluating substantive strategic problems or issues within the organisation and formulating appropriate solutions and/or recommendations.

It is a requirement of the module that the student selects a topic which reflects the title of the course on which they are studying. For example, students on MSc International Project Management will select a topic related to project management, while students on MSc International Marketing will select a topic related to marketing.

In addition to submitting the report, the student will be required to orally present their work.