



Master of Business Administration

N10093
Curriculum 2025/26

This programme provides a solid underpinning of the learners' knowledge and skills from a list of core modules, that are relevant to their career paths. There is a strong practical and professional orientation to the curriculum with the main objectives of early career options or career acceleration.

There are opportunities for learners to utilise their knowledge and skills further with an exciting final project that will inform them about various career options in business, including consultancy and entrepreneurship.

All modules have been designed to identify and expand the learners, knowledge and skills in real work environments to help advance their learning within their chosen fields and be able to confidently navigate an ever-changing business landscape, including perspectives from Industry, family business, self-employment (freelance/business start and third sector).

Modules are designed, created and delivered by specialists' academics in their field of expertise to enable an engaging learning environment. Key areas of focus include:

- Global focus, embedded internationalisation.
- Social responsibility, ethics, and sustainability.
- Employability and professional competencies.
- Business Development, Leadership and Strategy.
- Contemporary issues and research inspired teaching.

Module list

| Block | Module Code | Module Title | Credit Value | Optionality |
|-------|-------------|---------------------------------------------|--------------|-------------|
| 1 | BMBA5001 | Leadership and Business Sustainability | 30 | Compulsory |
| 2 | BMBA5002 | Advanced Strategic Management | 30 | Compulsory |
| 3 | BMBA5003 | Cross-Cultural Management and Marketing | 30 | Compulsory |
| 4 | BMBA5004 | Business Finance and Enterprise Development | 30 | Compulsory |
| 5 & 6 | BMBA5007 | Research Methods and Consulting Project | 60 | Compulsory |

Module Information

MBMA5001 Leadership and Business Sustainability

This module is designed to be as interactive and participatory, since Leadership and Business Sustainability is a contested, dynamic, and rapidly changing field of theory and practice, thus requiring much debate, discussion, and analysis.

The module exposes you to the principal issues facing organisations in the 21st century in respect of leading, managing and developing talent. The module further develops your knowledge and managerial skills, considered to be necessary for existing and aspiring managers to nurture talent effectively. Attention is paid to key features of the internal and external operating environments which shape leadership practice and talent management strategies in organisations.

Sustainability is commonly defined as development that "meets the needs of the present without compromising the ability of future generations to meet their own needs" (World Commission on Environment and Development, 1987). Business, sustainability can be defined as the "ability of organisations to respond to their short-term financial needs without compromising their (or others') ability to meet their future needs" (Bansal and Desjardine, 2014).

This module explores how businesses contribute to the realisation of a more sustainable, responsible and equitable world and what aspirations of sustainable development mean for business in practice. The module further addresses important questions within the subject matter and enables you to develop a theoretically informed and practically relevant understanding of business sustainability while highlighting some of the key debates in the sustainability field such as the drivers of corporate responsibility, the extent of responsibility, the governance, implementation and reporting of sustainable development goals.

The module addresses both the academic literature on Leadership and Business Sustainability and explores their applications and managerial impact through the use of case studies and contemporary examples from industry.

Indicative Content:

- 1) Leadership and motivation.
- 2) Business sustainability & research.
- 3) Critical thinking & cross-cultural leadership.
- 4) Innovative solutions to challenging theories.
- 5) Analysis & organisational cultures.
- 6) Research methodology and presenting data.

BMBA5002 Advanced Strategic Management

In an increasingly dynamic environment, it is imperative to adopt a holistic view of what constitutes strategy and its relevance to different organisational contexts. This module is developed to provide insight through engagement in a blend of contemporary, theoretical thinking and application in the field of strategic management. The central underpinning of the module is the exploration of the strategic management process, with students proactively encouraged to apply and rethink strategic

concepts and frameworks in planning and decision-making. The learning materials and teaching methods are specifically designed to expose you to key theoretical approaches and, at the same time, to critically challenge existing norms within the industry. This module considers the scope and definition of a project, its significance as an instrument of change and the roles and responsibilities of the people within it, whilst recognising organisational issues and exploring a range of project management tools to execute and evaluate the project throughout its many phases.

Indicative Content :

- 1) Critical understanding of strategic management.
- 2) Theoretical frameworks for analysing business strategies.
- 3) Evaluate project management techniques.
- 4) Analytical techniques and project's life cycles.
- 5) Problem-solving and decision-making.
- 6) Research methodology and presenting data.

BMBA5003 Cross-Cultural Management and Marketing

This module introduces the principal challenges facing international organisations in the 21st century with respect to intercultural issues. It offers an in-depth insight into cultural dimensions within the workplace, drawing on and critically evaluating the work of Hofstede, Minkov and Trompenaars. It will guide learners through the demands and complexities of intercultural interactions, negotiations and conflicts in organisations, using scenarios and case studies from multinational business organisations.

Learners will examine key elements of marketing theories, strategies, and their application in diverse international marketing contexts. Whilst marketing theories have much in common with marketing goods and services in a domestic market, many additional factors and considerations need to be considered. In addition, businesses face barriers to market entry, not all of which might be immediately obvious. Rapid advancement and continued expansion of electronic media and communication businesses can take advantage of the services when designing contemporary marketing strategies. This module aims to enhance the learner's analytical and problem-solving skills and develop their critical awareness of cultural dimensions and practices to be applied to real-world scenarios.

- 1) Indicative Content:
- 2) Marketing concepts and theoretical perspectives.
- 3) Peer to peer and team/ group learning.
- 4) Intercultural issues and international organisations

- 5) The challenge of barriers of entry to markets
- 6) Cultural dimensions and practices

BMBA5004 Business Finance and Enterprise Development

One of the objectives of this module is to develop decision-making ability based on business finance theory. It will introduce cardinal business and personal finance concepts, time value of money, financial markets and institutions, risk and return, capital structure, elements of investments and small business finance. It further examines the theoretical concepts and models of finance and how they can be applied to realistic situations.

The module places a strong emphasis on analytical and numerical skills. Presentation and discussion skills are also essential for learners to explain their positions or arguments to each other and try to argue for the implementation of their recommendations.

In a fast-changing and highly competitive world, businesses no matter what size, need creative, enterprising, and entrepreneurial people to help drive those businesses forward. This module helps develop these key attributes through hands-on experience of enterprise in practice by using and sharing the knowledge of learners and skills to identify and create solutions to real challenges.

The module demonstrates that being enterprising and entrepreneurial is about taking calculated risks, creating change, making a difference and having a positive impact across society and communities, whether in business as an employee, self-employed, a social enterprise or a family business. To that end, the module provides learners with a practical understanding of enterprise formation across various stages of business development and how to apply that practical knowledge to industry, a business, as a freelancer, whilst recognising them as employability skills.

Indicative Content :

- 1) Concepts of financial statements
- 2) The development of enterprise
- 3) Interpretation of financial ratios
- 4) Impact on business creation

BMBA5007 Research Methods and Consulting Project

This module provides students with the opportunity to integrate elements of their programme of study into a practical consulting project involving a live case that has been set by the organisation.

The focus of the simulation project is frequently related to innovation either by improving and/or changing existing processes, business and/or service models, structures, products, or services or by developing new business and/or service models, products, or services. Students will be consulting for a virtual business organisation and implementing their decisions in a simulated environment, to

test the way and extent to which their recommendations made an impact. During that process they will be reflecting on whether they could have had a different impact had they made different recommendations and implemented different decisions in the simulator. At the end of the project, the student is expected to have developed an in-depth understanding of how the theoretical knowledge gained during your course can be applied to support decision-making in the real world, deal with uncertainty when it comes to making decisions, and establish solid grounds for your decision-making capabilities underpinned by rigorous principles of academic research.

Indicative Content:

- 1) Research and methodical approaches.
- 2) Analyse complex business situations.
- 3) Develop capacity for independent and self-managed work experiences.
- 4) Justify recommendations to a client.
- 5) Identify suitable research topics, aligned with client objectives.
- 6) Research methodology and presenting data.

Assessment Methods

Modules are assessed in many different ways as outlined in the DMU module guides for each particular module, but here are some of the most common methods of assessment:

Essay a written assignment based on a set question (or choice of questions) with a word limit.

Report a structured assignment using headings and sub-headings used to look at a particular problem or issue and make recommendations within a word limit. This could be an individual piece of work or group work.

Presentation this can be in groups or done individually and usually takes place in a classroom or recorded using visual aids such as PowerPoint.

Emphasis is on formative feedback when it comes to coursework so as to enable the student to critically reflect on own work and integrate feedback in future assignments.

| Assessment type and weighting | BMBA5001 | BMBA5002 | BMBA5003 | BMBA5004 | BMBA5007 |
|-------------------------------|----------|----------|----------|----------|----------|
| Individual Presentation | 50% | | | | |
| Group Presentation | | 40% | 30% | | |
| Essay | 50% | | | 40% | |
| Report | | 60% | 70% | 60% | 20% |
| Consultancy report | | | | | 50% |
| Viva voce | | | | | 30% |