

Module Synopses
Master of Business Administration
Awarded by University of the West of Scotland
Total numbers of Modules – 6

Module & Description	Hours	Credits
<p>1. Fundamentals of Senior Management</p> <p>Managers operate within increasingly complex and changing organisational and contextual circumstances, whether in the market, public or 'third' sectors and irrespective of the size of their organisations or the types of goods or services these enterprises produce for their customers or clients. This foundation module provides learners with an understanding of the management functions and the principal internal and external environmental contexts of contemporary organisations, including the managerial and business context, within which businesses operate. More organisations are now more open to criticism and may face legal challenges for their activities. This module also introduces learners to a number of business structures, cultures and political, social, economic, technological, legal and ethical considerations affecting business. The module explores the question 'What is a business?' It investigates business functions including human resource management, accounting and finance, operations and marketing and considers the linkages between them and the challenges experienced in managing across functional boundaries. This module also considers organisational performance. Students are introduced to evaluating organisational performance and the external and internal measures that might be used. Students will analyse and evaluate organisations (at different levels) so that they can become more competitive. The module will consider the link between performance and organisational direction, goals and objectives.</p> <ul style="list-style-type: none"> • This module seeks to provide an integrated and critical understanding of businesses and their core business functions including internal and external factors which impact on them. The module provides students with an understanding of organisational theory, management functions and leadership theory. • This module enables learners to analyse how the business functions operate in real life context by utilising business case studies and online activities accessed through theUWSONline VLEs which bring together all the various functional 	72	40

<p>elements to emulate 'real world' issues that need to be addressed. Specific scenarios will be created to simulate issues that impact on the overall success of the business.</p> <ul style="list-style-type: none"> • This module considers organisational performance. Students are introduced evaluating organisational performance and the external and internal measures that might be used. Students will reflect on how organisational objectives are met, the role of systems for managing performance, the tools for managing performance. • The module provides a holistic view of managing performance (economy, efficiency, effectiveness, equity and efficacy) is taken. It is important for all organisations to perform well and make the best use of their resources and as a result managers are not only judged on the profit they make but how that profit has been made. Areas included in terms of performance-Organisational Performance Management, Performance Measurement, Performance Indicators, Quality and Risk, Operational Efficiency, Financial Health, Customer Relations, Employee Engagement, Corporate Social Responsibility, Sustainability, Innovation and Enterprise. <p>Assessment: Portfolio-70% Essay-30%</p>		
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Module & Description	Hours	Credits
<p>2. The Strategic Manager</p> <p>This module considers the role of managers in shaping and crafting strategy. Students will develop knowledge of strategy and strategic management, and explore the process of strategy development and how organisations might respond to factors that influence their intended strategies. • Content – strategy, strategic management, factors influencing strategy development and implementation. • The topics cover a number of areas such as the role and tasks of top management, the nature of strategic management, strategic change and decisions, business policy, organisational analysis, competitive position, SWOT analysis, value chain analysis, comparative analysis, resource led strategy examining the role of people, technology and information management on strategy. Social and political influence, organisational objectives, power. Strategic choice, generic strategies, strategy development, techniques and approaches to strategy evaluation. Strategy implementation, planning and resource allocation. Role of organisation structure, systems and culture. Managing strategic change. Strategic leadership.</p> <p>Assessment: Case Study-90% Reflection-10%</p>	36	20

Module & Description	Hours	Credits
<p>3. Professional Management and Research Skills</p> <p>This module helps students to manage both their professional management and research skills through a Continuing Professional Development approach. Students will be supported set and manage aspirations for their success in the MBA programme and beyond. This will include, 1) approaches to being a successful MBA student, 2) developing a high quality research proposal for a Dissertation or Professional Project, and 3) planning for future professional development aligned to a chosen pathway of study. Key skills will be explored and developed, including emotional intelligence, influencing and networking. Cultural contexts will be compared and considered to give context for work and learning. Research skills will be developed and enhanced in order to prepare students to undertake a high quality Dissertation or Professional Project.</p> <p>Assessment: Online MCQ Test-30%</p>	36	20
<p>4. Corporate Finance</p> <p>This Corporate Finance module provides a comprehensive understanding of the financial management of a business entity. The module is designed for students who want to gain deeper understanding of financial management and want to pursue a career in finance. The Module covers various topics essential for a business's financial management. Students will learn to critically analyse and develop financial plans and budgets while effectively managing working capital. They will also learn to evaluate and interpret financial statements, perform ratio analysis, and understand the concepts of gearing and dividend policy. The module also covers various methods for raising finance, including debt and equity financing options, as well as the unique financial needs and considerations of small and medium-sized enterprises Islamic finance. Additionally, students will learn to apply various investment appraisal techniques to make informed decisions about potential investments, thus gaining a solid foundation in financial management.</p> <p>Assessment: Online Exam-30% Written Assignment-70%</p>	36	20

Module & Description	Hours	Credits
<p>5. Contemporary Management Challenges</p> <p>This module examines some of the challenges and trends that confront organizations and managers carrying out transactions in the global business world. To this end, the module covers the challenges faced from globalization, issues to do with sustainable development, organizational resilience, the impact on business of national culture and ethics, and the challenges of being a good corporate citizen. The module will look at the trends in business across the world and their influence on managers and organisations. The module will also address contemporary organization practices and the influence of technology. The module is designed to lead students towards reflection of the current and future challenges facing managers and how they might mitigate their impact. • The module challenges students to develop an understanding of the issues faced by managers and organisations. Students would be expected to analyse the internal and external organisational environments with a view to identifying trends and developing approaches to mitigating the impact of these trends. • Students will analyse a number of factors that challenge organisations and managers for example: globalisation, competition, stakeholder demands and expectations, supply chain disruption, managing sustainability, evolving and dated business models, external PEST(Political, Economic, Social Technological) factors, international labour issues/trends, working across international boundaries, managing multinational teams, organisational resilience, business continuity management, business ethics, new management philosophy and thinking. The list is not exhaustive, and students will identify more challenges and new trends. • Students will examine the internal challenges faced by organisations and identify trends that managers and organisations should respond to. Current challenges would include new working practices, news ways of conducting business, developing and retaining staff, managing with less resources, operational efficiency and effectiveness, managing change, project completion. • Students would be expected to research and analyse business challenges, and trends with a view to presenting recommendations on how managers and organisations should respond to them. • The module is flexible in that its content and subject areas will change as new trends and management challenges/issues emerge; the module will remain current due to the flexibility of the module delivery.</p> <p>Assessment: Portfolio-80% Reflection-20%</p>	36	20

Module & Description	Hours	Credits
<p>6. Strategic Business Project</p> <p>This module is designed to develop the research skills, knowledge and confidence in designing, developing, compiling and delivering strategic business projects. Working with an identified host organisation, the student will investigate and produce recommendations in a practical business environment. In the first trimester, students will participate in a series of workshops which will equip them with knowledge and understanding of a range of business research methods and techniques. The workshops are supported by learning sets of students. Each set will be facilitated by academic advisor and will be the focus for students developing their project proposals which will form the strategic business project. In the second trimester students will submit their research proposals and undertake the data collection for the project. The learning sets will continue to provide support and encouragement as well as providing a forum for sharing information and skills. Thereafter, each student is allocated a suitable supervisor with whom they communicate directly throughout the Masters stage in trimester three. The submitted project should be approximately 9,000 – 13,500 words.</p> <p>Assessment: 100% Coursework</p>	45	60