INTERNATIONAL MASTER OF BUSINESS ADMINISTRATION

EXTENDED DIPLOMA IN INTERNATIONAL BUSINESS AND STRATEGY

COURSE SPECIFICATIONS

Contents

1.0 ATHENA GLOBAL EDUCATION

Athena Global Education (AGE) is a subsidiary of Westford Education Group, a higher education services provider since 2009, providing quality UK, Italian and Spanish Bachelor and Master level degrees. We have helped thousands of learners from around the world achieve their higher education goals and through that, their professional goals.

Westford Education Group has partnered with many internationally accredited universities, Awarding Organizations and Professional Bodies, enabling us to provide high quality and fully accredited programs worldwide. Westford is currently partnered with Cardiff Metropolitan University from UK, University of Wolverhampton from UK, Guglielmo Marconi University from Italy, Fort Hays State University from USA, Pearson Education from UK and the Scottish Qualification Authority (SQA) of UK to name a few.

Athena Global Education (AGE) is the latest venture of Westford Education Group. It is built upon our core values: That quality higher education is an undeniable right of all, not of few, and should be affordable by all. Our key pillars of this venture are Accessibility and Affordability, and we have made sure that the courses developed in this platform support and reflect these key values.

This MBA programme offered by Athena Global Education is a Dual Certification programme delivered in partnership with Guglielmo Marconi University, Italy and Cambridge International Qualifications, UK in partnership with Scottish Qualifications Authority (SQA), UK.

2.0 CAMBRIDGE INTERNATIONAL QUALIFICATIONS

Cambridge International Qualifications (CIQ) is a professional awarding organization incorporated in the UK and its subsidiary of Westford Education Group which is in higher education since 2009. CIQ aims to develop and accredit qualifications which meet the ongoing needs of learners and the corporate sector ensuring individuals have access to opportunities for personal and professional development.

CIQ offers credit rated programmes under Scottish Credit Qualification Framework (SCQF) through the credit rating agency Scottish Qualification Authority which enables the student to attain UK regulated qualifications. Apart from the credit rated programmes, CIQ also offer stand-alone professional diploma and certification programmes which has been developed based on the current need of the industry. CIQ also partnered with NCFE-UK (Northern Council for Further Education) and TQUK (Training Qualifications, UK) for joint certification for the courses developed by CIQ.

CIQ has gained a reputation for the high-quality support services provided to the education sector. We work with Schools, Colleges, Universities, and corporate bodies as well as Government agencies to provide relevant, effective, and flexible programmes. Our qualification and assessment framework is up-to-date, result oriented and meet the defined values as per international standards. CIQ qualifications are approved for progression to higher qualifications offered by International Universities around the globe.

The CIQ qualification and assessment framework have been developed in consultation with leaders from various corporate bodies, government agencies, and Universities around the world. CIQ programmes are frequently assessed to enhance quality and ensure they are relevant for the rapidly changing global market as well as career opportunities for ambitious individuals. The CIQ Qualification and assessment framework is available throughout the world and may be accessed via our "Approved Centre Network".

3.0 GUGLIELMO MARCONI UNIVERSITY

Guglielmo Marconi University (GMU) is based in Rome, Italy and recognised by the Ministerial Decree of March 1, 2004. GMU's main campuses are based in Rome and are located around Prati and Vatican neighborhoods. Currently, GMU has more than 16,000 students enrolled in graduate and postgraduate programs, 300 faculty members and a team of 200 expert advisors.

The central administrative offices, studios, academic departments and the majority of the university facilities are situated on the main campus. GMU distinguishes itself by the operational blended format that implements both online and traditional academic programs. This format provides students with a valuable experience both online and offline, by preserving face-to-face interactions with professors, seminars and lessons within the athenaeum, and by granting access to intranet and institutional resources.

Since 1999 Italian Universities abided to the 'Bologna Process', launched with the Bologna Declaration of 1999 and defined by the European Higher Education Area (EHEA). In relation to this reform, the university is system organized in 3 cycles: Bachelor's degree, Master degree and Doctorates in different schools.

4.0 MASTER OF INTERNATIONAL BUSINESS ADMINISTRATION

This IMBA program is dual certification program designed in partnership with Guglielmo Marconi University, Italy and Cambridge International Qualification UK is specifically aimed at working professionals who wish to take on leadership roles in their organisation. The programme is delivered through our online platform, which provides learners with the flexibility to decide their learning schedule based on work and family commitments. The course consists 2 stages, the Diploma stage and Dissertation stage.

This course covers key disciplines such as sustainability, management, marketing, research, operations and strategy, through which learners will gain the skills and knowledge needed to manage across departments, markets and entire organizations in the global context. This MBA program is structured to satisfy the needs of international business markets and will also enable learners to network with other learners from across the globe. This qualification is delivered and assessed in English language and the course is offered through the self-learning platform at www.athena.edu

On successful completion of the program, learners will be awarded the master's degree issued by Guglielmo Marconi University, Italy and SCQF Level 11 Extended Diploma in International Business and Strategy issued by Scottish Qualification Authority, UK

Successful learners of the SQA Diploma will be entered to the final stage of MBA, research methods and dissertation in order to complete the IMBA program.

This specification contains the details of all courses that constitute the full qualification and its associated guidance

Each module in this course sets-out the required learning outcome (LO), assessment criteria, indicative syllabus, recommended reading and other important information which will be helpful for the learner who wishes to pursue this qualification.

4.1 SCQF LEVEL-11 EXTENDED DIPLOMA IN INTERNATIONAL BUSINESS & STRATEGY

This is the stage 1 of the program which is developed in partnership with Scottish Qualification Authority and credit rated with Scottish Credit and Qualification Framework (SCQF) under the customized awards category. This qualification quality assured and certified by Scottish Qualification Authority, UK

Credit rating details of this course can be viewed at https://www.sqa.org.uk/sqa/89939.html

The course is in line with SCQF Level 11 (EQF Level 7) standard and assessed based on the acceptable international methodologies in order to ensure that the successful learner will have achieved the knowledge and skills in a master level qualification as per the international standard. This qualification delivered in and assessed in English.

The learner will achieve the above qualification upon successful completion of the full programme. The approved centre to ensure that this course specification is available for all registered students.

This specification contains the details of the all courses that constitute the full qualification and its associated guidance. The approved centers can offer this through onsite, blended or distance learning format.

Each module in this course sets-out the required learning outcome (LO), assessment criteria, indicative syllabus and recommended reading and other important information which will be helpful for the centers delivering this qualification.

4.2 AIM OF THE COURSE

Extended Diploma in International Business & Strategy provides transferable skills to develop managers capable of handling the complexities in today's challenging business environment. The units are aligned to National Occupational Standards for business and represent the core attributes required by employers in a range of business settings. This qualification aims to provide learners with:

- an understanding of developing world class approaches to leadership and organisational development
- the latest research and thinking in international business and strategy
- the skills required to solve problems in a business environment
- the readiness to manage the various organizations on a scientific basis and to hold leading managerial positions.
- an understanding of business culture and responsibilities in the various domains of business management
- the ability to successfully communicate and work with others in a business environment
- the opportunity to develop the skills required to manage and improve their own performance in a business environment.
- a comprehensive understanding of the Business and Management domains

4.3 GRADING STRUCTURE

The following grading criteria will be applicable for the PG Diploma level grading

Marks	Grade
70 to 100	Distinction
60 to 69	Merit
50 to 59	Pass
40 to 49	Fail with Re-sit
0 to 39	Fail with Retake

5.0 ENROLMENT AND EQUAL OPPORTUNITY

We confirm our commitment to equal opportunities in all its activities. It is intended that all students should receive equal treatment irrespective of political belief, gender, sexual orientation, age, disability, marital status, race, nationality, ethnic origin, religion or social background. All the Approved Centers must have adequate and transparent system in place in order to ensure the equal opportunity has given to all prospective learners for the course.

6.0 ACCESS AND RECRUITMENT

Our policy with regards to access to its qualifications is that:

- ▸ they should be available to everyone who is capable of reaching the required standard
- ▸ they should be free from any barriers that restrict access and progression
- ▸ there should be equal opportunities for all wishing to access the qualifications

The approved centers are required to recruit learners to CIQ and its partners qualifications with integrity. This will include ensuring that all learners have appropriate information and advice about the qualifications. The centers should put in place appropriate systems to assess a learner's suitability for a programme and make a professional judgment about their ability to successfully achieve the

designated qualification. This assessment should take account of any support available to the learner within the centre during the programme of study and any support that may be required to allow the learner to access the assessment for the units within the qualification.

6.1 ACCESS ARRANGEMENTS AND SPECIAL CONSIDERATIONS

CIQ's policy on access arrangements and special consideration aims to enhance access to the qualifications for learners with disabilities and other difficulties (as defined by the Equality Act 2011) without compromising the assessment of skills, knowledge and understanding.

7.0 ADMISSION REQUIREMENTS

Students seeking admission to the course may have to fulfil the following criteria/requirement

- A Bachelor's degree in any discipline
- Proficiency in English language equivalent to IELTS 6.0 or more
- The learners without bachelor's degree will be considered subject to having minimum three years of managerial/supervisory experience

8.0 GUIDANCE ON ASSESSMENT

This qualifications assessment is completed through the submission of internally assessed student work. To achieve a pass for a unit, a learner must have successfully achieved the learning outcomes at the standards set by the assessment criteria for that unit.

An assignment can relate to a single unit or an integrated assignment, incorporating more than one unit, can be used provided the content of the assignment is clearly mapped to show which assessment criteria from which units are being covered.

8.1 METHODS OF ASSESSMENT

We practice a range of assessment vehicles that will engage learners and give them an opportunity to both demonstrate their knowledge and understanding of a topic and to evaluate how they might apply that knowledge in a given context.

We discourage essay writing and recommend that more varied types of assessment are included. This might include assessment through:

- a research activity resulting in the compilation of a report
- an academic paper or article for publication
- the compilation of a case study
- a critical review and evaluation of a chosen company's policies, procedures and systems

- a set project completed for an employer (also known as an 'employer-engagement activity)
- the production of a portfolio of evidence relating to a particular unit

This list is by no means exhaustive but gives examples of some creative assessment methods that could be adopted.

9.0 MODULES AND COMBINATIONS

To be awarded the Extended Diploma in International Business & Strategy, the required to complete minimum 2 units (40 credits) from the Group A and 4 Units (80 credits) from Group B modules

Code		Level	SCQF/ECTS
HX3X 04	Operations and Project Management	10	20/7
HX42 04	Accounting for Next Generation Leaders	10	20/7
HX3W 04	Strategic Leadership and HR Practices in Organisations	11	20/7
HX3Y 04	Sustainability and Business	11	20/7
HX40 04	International Marketing Management	11	20/7
HX41 04	Strategic Management	11	20/7
RM701	Research Methods & Dissertation	11	60 /18

ECTS provided above eh comparison purpose, however the final degree issued will consist of 60 ECTS Credits

8.1 Operations and Project Management

Guided Learning Hours   *: 40 Hours*
Level of Study   *: SCQF (Level-10)*
Unit Code   *: HX3X 04*
Credits   (SCQF)   *: 20 Credits*

The module will provide you with a firm foundation in the principles of operations and project management. It will introduce you to a broad range of operations and project management problems, tools and knowledge facing managers working in modern organisations. The module will explore the information needs of organisation and systems to support operations and project management processes. The focus will be on how firms achieve can achieve competitive success through improving the processes involved in delivering products and services. After successful completion of the module, the students will be able to:-

- Understand the transformative process involved in operations, the inputs, the outputs including the strategy and design in services and manufacturing
- Understand the various supply chain networks, risk management and the tools and techniques involved in operational quality along with an elaborate idea of Inventory management
- Understand the optimization of operations management with the use of information systems and information technology
- Understand the relevance of information management systems in operational decision making
- Understand the tools and techniques used to design a project plan to manage operations
- Understand the use of review and evaluation techniques to monitor and control projects while managing operations.

ASSESSMENT CRITERIA

- ❖ Assessment 1: Coursework (weightage 70%, Project of 6000 Words Max)
- ❖ Assessment 2: Coursework (weightage 30%, Project of 1500 Words Max)

No.	Learning Outcomes	Content Covered
1	LO1: Critically evaluate how operations management contributes to the competitiveness of an organization.	Introduction to Operations Management - Operations strategy - Transformation model - Operations performance Operations Design - Process and physical design – Manufacturing and services operations strategy
2	LO2: Critically evaluate how quality management processes and supply chain networks contribute to achieving the overall strategic objectives of an organization.	Supply Chain networks - Quality and lean Management Planning and control -Supply and demand - Capacity planning - Supply chain management - Risk management - Corporate and social responsibility – Quality management tools and techniques – Managing Inventory – Process analysis and improvement – Purchasing and supplier management
3	LO3: Critically evaluate the information management/systems in relation to the operation management processes.	Information management and systems - impact of management information on decision making - importance of information sharing within the organisation - monitor and review management information - information management and strategy - IS and IT to support operations
4	LO4: Design a project plan for a given business scenario and implement a project.	Project Management: The development of a project plan and its impact on strategic objectives Network planning Project management and control

8.2 Accounting for Next Generation Leaders

Guided Learning Hours   *: 40 Hours*
Level of Study   *: SCQF (Level-10)*
Unit Code   *: HX42 04*
Credits (SCQF)   *: 20 Credits*

This module aims to provide future next gen leaders with a level of practical understanding that can be used in the workplace by covering a range of key Financial Accounting, Management Accounting and Finance areas. The module covers analysis and interpretation of financial statements of contemporary firms, cost classification, investment appraisal and budgeting affecting the financial behavior of an organisation. After successful completion of the module, the students will be able to:-

- Understand management control and analysis of financial information that includes management reporting, financial analysis, budgeting and forecasting
- Understand the activities where finance and accounting departments have high responsibility, visibility and the potential to significantly impact on organizational performance.
- Understand how one control core activities to a reasonable standard can and be able to solve problems that would need to be addressed urgently.
- The learners will understand how to blend the relative knowledge associated with Financial and Management Accounting within Performance Standards and Operational Procedures of modern-day businesses.
- Understand how to control aspects of Cash Flows, Bottom Line, Capital Allocation Strategies and Process, Develop Growth and Exit Strategies, Design Budgets, Business Models & Forecasts, Strengthen Working Capital requirements and eventually manage a healthy risk appetite [Debt/ Equity Balance].

ASSESSMENT CRITERIA

- ❖ Assessment 1: Project (weightage 50%, Project of 4000 Words Max)
- ❖ Assessment 2: Coursework (weightage 50%, Coursework of 2000 Words Max

No.	Learning Outcomes	Content Covered
1	LO1: Critically analyze Financial Accounting Principles to measure Bottom Line impact and develop competitive strategies.	- Understanding Financial Reports and Statements - Meaning of Accounting Standards and relevance of Accounting Policies - Difference between financial accounting, management accounting and financial management - CVP analysis
2	LO2: Critique the relevance and significance of Budgeting Process, Techniques and Methods in driving Organizational Performance.	- Understanding Budgeting Practices - Budgeting Approaches and Performance Management

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		• Technology in Budgeting.
3	LO3: Evaluate Financial Statements and business performance using Ratio Analysis.	• Understanding the application of Ratio Analysis. • Compare Performance and Analyse Business Positions in a Competitive Market • Define Future Strategies for Improvements.
4	LO4: Evaluate investment appraisal techniques to support decision-making.	• Breakeven analysis • Marginal costing • Absorption costing • Profitability index • Accounting rate of return • Internal rate of return • Net present value

8.3 Strategic Leadership and HR Practices in Organisations

Guided Learning Hours   *: 40 Hours*
Level of Study   *: SCQF (Level-7)*
Unit Code   *: HX3W 04*
Credits (SCQF)   *:20 Credits*

The purpose of this module is to discuss and explain the role of strategic HRM and leadership practices in an organization and their influence on the overall performance and competence of the organization. This module is designed to develop an understanding about the contemporary practices of strategic

human resource management and the paradigm shift in the approaches and methods related to various functions of HRM like strategic recruitment and selection, strategic leadership, strategic performance management, employee development to name a few.

It also endeavors to highlight the role and significance of leadership styles and practices during the planning and implementation of change in the organization.

Upon successful completion of the module, the participants will be able to have comprehensive knowledge about the wider business context in which the manager has to lead and perform and make effective decisions.

ASSESSMENT CRITERIA

❖ Assessment 1: Coursework (weightage 30%, Project of 1500 Words Max)
❖ Assessment 2: Coursework (weightage 40%, Project of 2500 Words Max)
❖ Assessment 3: Coursework (weightage 30%, Project of 2000 Words Max)

No.	Learning Outcomes	Content Covered
1	LO1: Critically analyze the significance of Strategic Human Resources Management and its changing landscape in organizations.	• Fundamentals of strategic HRM (SHRM), • HRM – an Introduction to the basic concepts • An interdisciplinary approach to HRM • Strategic HRM – evolution and basic concepts • Functional roles of HRM in business • HRM goals, objectives, and practices • Strategic linkage of HRM: Cost leadership and differentiation strategy • Rhetoric of SHRM and performance
2	LO2: Critically discuss the impact of Human Resources Management activities on the Organisational Performance.	• Strategic HRM functions, Strategic human resource planning and process, job analysis, demand and supply analysis, Strategic recruitment and selection, discuss various SHRM models • Understanding core theories in understanding people and their role in organisations • Strategic learning and development • Organisational behaviour and its impact on organisational performance • Employee involvement and engagement at workplace • Regulatory environment and workplace relationships
3	LO3: Evaluate various leadership styles and practices in organizations.	• Leadership: Fundamentals and approaches, • Leadership theories: Trait theory, behavioral styles theories, situational theories, shared leadership, servant leadership, • The Leader-Member Exchange model of leadership • Leadership and organizational development

4	LO4: Plan how to implement change in an organization.	• Modern organizations : context, drivers, characteristics and challenges
		• Types of change
		• Resistance to change and the strategies for overcoming the resistance
		• Strategic leadership and change management
		• Management of change, with reference to culture, conflict, managing self, power, politics

8.4 Sustainability and Business

Guided Learning Hours   *: 40 Hours*
Level of Study   *: SCQF (Level-11)*
Unit Code   *: HX3Y 04*
Credits (SCQF)   *: 20 Credits*

Organisations within modern day business are required to redesign there strategies and policies to be in aligned with a sustainability agenda. Corporate social awareness for many organisations now see it necessary to address economic , social and flora /fauna issues from a sustainability stand point, extending the traditional reach of CSR. Sustainability awareness creates the environment for a more innovative organisation and supply chains, with emphasis on biodiversity and close loop supply

strategies. The module will critically review sustainability challenges and opportunities for organisations in a global context

ASSESSMENT CRITERIA

Assessment 1: Coursework (weightage 20%, Question   of 1500 Words Max)

 Assessment 2: Coursework (weightage 20%, Scenario of 1500 Words Max)

Assessment 3: Coursework (weightage 30%, Scenario of 2000 Words Max)

Assessment 4: Coursework (weightage 30%, Project of 2000 Words Max)

Learning Outcomes and Contents:

LO No.	Learning Outcomes	Contents
1	Appraise the multiple dimensions of sustainability for businesses in the context of global challenges.	Sustainability in a global context and the challenges it faces will cover: an introduction to sustainability and its interdisciplinary variables and their importance; discussing the UN global sustainability goals; global warning and its impact on the business; population growth and resource scarcity; and threats to diversity and it impact on business
2	Critically review, evaluate and develop sustainability strategies of organisations.	Exploring the strategic dimensions for the organisation when sustainability matters will require the review of: strategy formulation for sustainability; innovating strategies for sustainability; sustainability and leadership
3	Critically analyse the strategic alignment of the business functions to sustainability.	The strategic alignment of the various roles in an organisation, will pace focus on: sustainability and HR practices; sustainable reporting; sustainable financing and finance; sustainability and its influence on production and design
4	Critically analyse an organisation's global sustainability and your contribution to the impact on global sustainability.	The content will explore the specific effects of sustainability on supply chains; understanding how to source with sustainability in mind; the impact of regulations and international codes on sustainability

8.5 International Marketing Management

Guided Learning Hours   *: 40 Hours*
Level of Study   *: SCQF (Level-11)*
Unit Code   *: HX40 04*
Credits   (SCQF)   *: 20 Credits*

This module demonstrate knowledge and understanding of contemporary theories and their applications in the research field of international marketing and management that provides with opportunity for originality in developing, applying and implementing ideas in the areas of international management and international marketing. After successful completion of the module, the students will be able to:-

- Analyse and assess the peculiarities of global business environment and shifts in geo-economical situation, putting a particular emphasis on emerging economies and their role in international business environment.
- Formulate judgments and take socially and ethically responsible decisions in global business environment.
- Analyse and assess internal and external international business environment and derive managerial decisions on company's governance and international expansion.
- Develop appropriate marketing plans with marketing tools and techniques.
- Understand brand management and see how they influence consumer behaviour.
- How to develop effective marketing skills, be creative and innovative while launching products/ services.

ASSESSMENT CRITERIA

- ❖ Assessment 1: Coursework (weightage 50%, Project of 3000 Words Max)
- ❖ Assessment 2: Coursework (weightage 50%, Project of 3000 Words Max

No.	Learning Outcomes	Content Covered
1	Analyse the changing business environment(s) globally and how they pose challenges to marketing management functions in organisations.	Introduction to Global Business Environment; Marketing Approaches in Local, National, Regional and Global Marketplace; Influence of the Changing Business Environment on Marketing Management Functions; Evolution of Marketing Concepts (Production Concept, Product Concept, Selling Concept and Marketing Concept); Evolving Marketing Concepts and Theories; Principles of organisational and environmental audits affecting marketing management functions.

		International market entry modes; licensing, joint venture, franchising, direct exporting, indirect exporting,
2	Develop marketing plans with application of appropriate marketing models, tools and techniques.	Scope of Marketing; Marketing Mix (4Ps/7Ps); Market Segmentation; Contents of a Marketing Plan; Developing Marketing Strategies; Analytical Tools (SWOT Analysis, BCG Matrix, Ansoff Matrix, Porter's Five Forces Model, PESTEL); utilization of marketing data and methods
3	Evaluate the processes involved in brand management and how they influence consumer behaviour.	Marketing Communications; Strategic Brand Management Process; Brand Value; Brand Positioning, Brand Equity; Brand Value Chain; Brand Equity Matrix; Brand-Product Matrix; Linking Brand Management to Consumer Behaviour; Consumer Decision Making Process; Influence of Social Media Campaigns on Consumer Buying Behaviour; Stages of Consumer Interaction (Pre-Purchase, Purchase-Interaction, Post-Purchase Interaction)
4	Decide how to launch new products/services in a dynamic global marketplace.	Product Life Cycle Strategies; New Product Development Process; Idea Screening, test Marketing and Product Launch; Pricing Strategies; Sales and Distribution Challenges; Develop New Product Development and Marketing Skills.

8.6 Strategic Management

Guided Learning Hours   *: 40 Hours*
Level of Study   *: SCQF (Level-11)*
Unit Code   *: HX41 04*
Credits (SCQF)   *: 20 Credits*

This module is designed to help students understand and evaluate various aspects of Strategic Management in a global context. The module also serves as an opportunity to develop skills for strategic thinking and analysis, leadership, communication, teamwork, and cross-functional integration. Students should be able to synthesize

information to

inform

strategic decisions and actions demonstrating awareness of complexity, risk and uncertainty in a dynamic business environment. The module helps students to evaluate the relationship between organizational strategies, performance and stakeholder expectations.

After successful completion of the module, the students will be able to:-

- Understand the external/ internal environment dynamics, and assess a business organisation's strategic capabilities.
- Understand the nature and sources of competitive advantage to gain a strategic advantage.
- Analyse the strategic purpose, culture, inter organisational relationships, innovation and change abilities, which can increase strategic capabilities of an organisation.
- Understand business level strategies, corporate strategies, diversification, International Strategy.
- Apply leadership & strategic change models to a business strategy.

ASSESSMENT CRITERIA

- ❖ Assessment 1: Project (weightage 70%, Project of 4000 Words Max)
- ❖ Assessment 2: Coursework (weightage 30%, Coursework of 2000 Words Max

No.	Learning Outcomes	Content Covered
1	LO1: Critically evaluate the relationship between strategy, stakeholder expectations and organizational performance.	- Introduction to Strategy - Organization design and effectiveness - Selecting strategy and design to achieve organizational goals - Porter's competitive strategies, Mile's and Snow's Strategy Typology - Fundamentals of organization structure - Organizational Life Cycle and Characteristics during Stages of Development - Impact of organizational design on organizational performance
2	LO2: Evaluate the impact of current and emerging Economic, Political and Cultural factors on the strategic management of an organization.	- Changing environment - External environment affect on organizations - Framework for assessing environmental uncertainty - Contingency framework for uncertainty and organizational responses - Organizational strategies for controlling external environment - Environmental characteristics and organizational actions

3	LO3: Formulate innovative business strategies designed to contribute to the success of an organization.	• Strategic Role and Types of Change (Episodic, Continuous and Disruptive Changes) • Business strategy tools • Impact of innovations in organizations • Strategy implementation plan • Elements for Successful Change • Horizontal Coordination for Innovation; Open Innovation and Crowdsourcing • Dual Core Approach to Organizational Change (Management and Technical)
4	LO4: Critically assess different leadership styles in developing corporate values, social responsibilities and managing strategic change.	• OD culture change interventions • Different leadership styles • Leadership for Change • Decision Making Processes • Good governance and corporate values • Corporate social responsibilities • Strategy implementation

8.7 RESEARCH METHODS AND FINAL RESEARCH PROJECT

Level of study   : Postgraduate
Credits   : 18 ECTS

Module Description
Dissertation is an opportunity for students to demonstrate their ability to investigate issues of their own choice over a significant period of time. Essentially this is an individual effort but it is carried out under the guidance and advice of a supervisor. Research is a creative and investigative process which only learners can develop fully. A supervisor/dissertation guide will be appointed to each students and the role of the supervisor is to act as a learning resource for the student. It is the student's responsibility to make use of that opportunity, in consultation with the supervisor. The student is therefore expected to accept responsibility for the management of his/her learning. Following the allocation of a supervisor, the student should contact

- *Clarifying the terms of the research;*
- *Suggesting areas of reading;*
- *Reviewing the proposed methodology; Establishing a timetable for the research which also includes initial dates for further meetings between the student and supervisor;*
- *Advising the student about appropriate standards and conventions concerning the assessment;*

Learning Outcomes

The student needs to use his/her discretion in handling various aspects of the research investigation. Nevertheless, in presenting your work it is important that you process and order information sequentially. The following list highlights the essential parts which the completed work should contain:

▸ *Front Cover*
▸ *Title Page*
▸ *Acknowledgments*
▸ *Contents Page (Contents, List of Tables,*
▸ *Figures and Appendices)*
▸ *Abstract/Executive Summary*
▸ *Introduction Aim and Objectives*
▸ *Literature Review*
▸ *Methodology*
▸ *Investigation: Results*
▸ *Investigation: Analysis*
▸ *Conclusion (with suggestions for further*
▸ *work)*
▸ *Recommendations (if appropriate)*
▸ *References / Bibliography*
▸ *Appendices (see Section Four*

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