



UNIVERSITY OF
LIVERPOOL



Management

Postgraduate online programme booklet

The University of Liverpool works with partner, Kaplan Higher Education Hong Kong, to process applications and admissions.

Management

Programme overview

Study mode: Online and part-time

Qualification: MSc / PG Dip / PG Cert Management

Indicative programme duration: 30 months / 20 months / 10 months

Entry requirements: All applications will be considered on a case-by-case basis. If you want to discuss your previous qualifications and experience before applying, please contact us now via LiveChat.

Applicants should possess either:

- A minimum of a 2:2 class degree in any subject, equivalent to a UK bachelor's degree; or
- Professional work experience in a related field and/or other prior qualifications will be considered on a case-by-case basis.

All applicants must provide evidence that they have an English language ability equivalent to an IELTS (academic) score of 6.5.

If you don't have an IELTS or equivalent certificate, you can take our free online English test to assess your proficiency. You don't need to prove your English ability if you are a national of, or have completed a qualification equivalent to a UK degree in, any of [these countries](#).

What will I study?

This programme consists of the following modules. You are required to complete 180 credits to achieve a full Master of Science, 120 credits to achieve the postgraduate diploma (PG Dip), and 60 to achieve the postgraduate certificate (PG Cert).

	MSc	PG Dip	PG Cert
Management Perspectives and Practices (15 credits)	x	x	x
Becoming a Leader (15 credits)	x	x	x
Ethical and Sustainable Business Practice (15 credits)	x	x	x
Finance and Data Analysis for Managers (15 credits)	x	x	x
Strategic Management and Contemporary Organization (15 credits)	x	x	
Identity, Learning and The Global Professional (15 credits)	x	x	
Entrepreneurship and Innovation (15 credits)	x	x	
Research Methods (15 credits)	x	x	
Dissertation (60 credits)	x		

Teaching and assessment

The programme is delivered using the latest and most innovative online teaching techniques and includes a range of interesting and thought-provoking activities and exercises. Core information is developed by subject-leading experts in the field and closely aligned with both industry and academic best practice, underpinned by rigorous theoretical and relevant topics, examples and cases. Leading-edge materials are supported by specially trained tutors, who are not only professionals in the discipline, but who have an exceptional knowledge of supporting online students. Teaching activities consist of specially designed lecturecasts, carefully curated reading lists, and asynchronous discussions to enhance peer-to-peer learning opportunities.

Assessment is by coursework only – there are no examinations. Assessments align with the University of Liverpool commitment to have relevant, authentic and varied activities and are designed to lead directly to enhanced professional and personal objectives as well as being appropriate to the academic discipline.

**The indicative study duration is a guide to how long your course will take to complete. The actual duration may vary depending on study options chosen and module availability.*

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Programme structure

NQF level	Level 7		
Credit value	15 credits	Module duration	8 weeks

Management Perspectives and Practices

Module aims

This module aims to:

- Provide students with the knowledge and skills to critically analyse different management theories and practices, including dynamic management approaches, and apply these within their own organisation/sector.
- Enable students to understand and evaluate of some of the key management theories which have shaped the literature.
- Provide students with opportunities to apply and relate theories to real life examples as a mechanism for sense making.
- Enable students to critique the way in which management has developed over time and the relevant connections and influences between key authors.
- Foster the ability to evaluate how organisational structure, rules, and culture contribute to management control in their own organisation.

Learning outcomes

Students will be able to:

- Critically understand current concepts, strategies, best practice frameworks, tools and techniques for managing.
- Critically explore and consider some of the key management theories which have shaped the literature, developed through their ability to grasp theory and appreciate its potential use.
- Analytically relate theory to real life examples as a mechanism for sense making through the ability to construct robust arguments whilst drawing upon theory.
- Understand how management has developed over time and the relevant connections and influences between key authors.

Syllabus

An introduction to management. Key early management theories.

Systems theory and management systems: an introduction.

Contingency theories of management: an introduction.

Management: power and leadership.

Conflict: culture, values and business ethics.

Managing change: knowledge within organisations.

Management, people and performance.

Organisations: an introduction.

Learning and teaching methods

The module will primarily be delivered through eight weekly e-lectures, delivered through a variety of methods, covering key concepts, theories and case studies. These will be supported by individual online tasks, such as blogs, collaborative tasks, and discussion boards, which will be used to develop and apply learning. These activities will be moderated by the module instructor. Students will also be directed to key academic and practitioner readings to further develop their learning.

Students will also participate in eight weekly e-seminars where they will engage in peer discussion of key concepts and application to their own work contexts. Seminars will be conducted via a discussion board with input from the module instructor.

Additionally, students will participate in virtual action learning sets, where students will form small action learning groups and collaboratively choose and work together to solve current managerial issues affecting group members. This will be facilitated by the module instructor.

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Credit value	15 credits	Module duration	8 weeks

Becoming a Leader

Module aims

This module aims to:

- Provide students with the knowledge and skills to critically analyse the role of leadership in today's work environment and consider how personal reflection and evaluation can be used to develop and grow as a leader within an organisational context.
- Foster the ability to evaluate the activities, functions and roles related to being a leader in a variety of organisational contexts, and explain both the rationale for this and the implications for those who are led.
- Explore and critique a range of theoretical perspectives concerning leadership and consider how these have developed over time with the changes in the complexity and variety of organisational structures.
- Analyse the impact of changes and developments in the external global business environment and how this has impacted contemporary leadership practice.
- Provide students with the skills and opportunity to evaluate the factors affecting the 'leader-led' relationship, and the variety of frameworks (both formal and informal) that exist to facilitate this.

Learning outcomes

Students will be able to:

- Evaluate the meaning, influence, and importance of leadership within contemporary organisations and the changing environments in which the organisations exist.
- Develop the ability to critically assess and reflect upon the personal nature of leadership styles and the role of the leader-follower relationship.
- Develop a personal leadership style and brand and consider how personal inspiration and incentive can develop future leadership styles.
- Recognise and evaluate the new demands that global organisations put on leadership.
- Analyse different styles of leadership and how they are influenced by motivation, culture and organisational practice.

Syllabus

- Leadership in the 21st Century
- Leadership Theory and Practice
- Learning to Lead
- Understanding the Leader-Follower Relationship
- Personality, Charisma and Leadership
- Creative Leadership
- Digital Leadership- Leading in the Age of Technology
- Developing a Personal Leadership Brand

Learning and teaching methods

The module will primarily be delivered through eight weekly e-lectures with one core topic studied each week. Module content, focusing on key concepts, theories and case examples, will be delivered through a variety of methods including written materials, videos, and social media. These will be supported by individual online tasks, such as blogs, case studies, and discussion boards, which will be used to develop and apply learning. These activities will be moderated by the module instructor. Students will also be directed to key academic and practitioner readings to further develop their learning.

Students will also participate in eight weekly e-seminars where they will engage in peer discussion of key concepts and application to their own work contexts. Seminars will be conducted via a discussion board with input from the module instructor.

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Credit value	15 credits	Module duration	8 weeks

Ethical and Sustainable Business Practice

Module aims

This module aims to:

- Enable students to reflect critically on the ethical nature of business and management, and the ethical implications of business strategy, decision making, and sustainability.
- Support students to examine a range of ethical and sustainability issues arising from the global nature of contemporary businesses.
- Provide students with a range of theoretical and practical tools with which to identify, and critically analyse ethical problems, and support effective decision making.

Learning outcomes

Students will be able to:

- Identify and discuss the ethical and sustainability implications of global trends for businesses.
- Understand and critically evaluate a range of ethical theories and tools.
- Critically analyse and evaluate business practices in terms of ethics and sustainability.
- Critically reflect on their own personal ethics and the ethical responsibilities and consequences of a manager role.

Syllabus

- Business, organisations and ethics
- Sustainability
- Ethical frameworks across borders
- Personal ethics
- Stakeholder management
- Ethical and sustainable decision making
- Corporate Social Responsibility
- Managing ethically - putting it all together

Learning and teaching methods

The module will primarily be delivered through eight weekly e-lectures, delivered through a variety of methods, covering key concepts, theories and case examples. These will be supported by individual online tasks, case studies, blogs, collaborative tasks and discussion boards, which will be used to develop and apply learning. These activities will be moderated by the module instructor. Students will also be directed to key academic and practitioner readings to further develop their learning.

Students will also participate in eight weekly e-seminars where they will engage in peer discussion of key concepts and application to their own work contexts. Seminars will be conducted via a discussion board with input from the module instructor.

Additionally, students will participate in virtual action learning sets, where students will form small action learning groups and collaboratively choose and then work together to solve current ethical problems affecting group members. This will be facilitated by the module instructor.

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NQF level	Level 7		
Credit value	15 credits	Module duration	8 weeks

Finance and Data Analysis for Managers

Module aims

This module aims to:

- Enable students to broaden their understanding of finance techniques and tools which impact on business management decisions and actions.
- Equip students with technical financial skills which will allow them to participate in finance-related organisation projects, including project appraisal, financing decisions, budgeting and data analysis.
- Equip students with the skills to be able to appreciate where the financial and data management skills learnt on this module might be most appropriate / useful to their own area of business practice or specialism, as well as appreciating the limitations of techniques.
- Equip students with the skills and understanding to be able to use financial data in order to strategically influence within their workplace contexts.

Learning outcomes

Students will be able to:

- Understand the different types of financial statements, critically evaluate the interlinkage between them and their usefulness to business decisions and challenge the basis from which various forms of data analysis take place.
- Critically analyse company performance from financial statements using financial data ratio analysis.
- Financially appraise potential business projects using investment appraisal techniques, critically evaluate the usefulness of these techniques and be able to demonstrate techniques to deal with risks and uncertainties.
- Support business planning and control through the adoption of budgets. Students will be able to critically evaluate the usefulness of budgeting techniques and appraise the usefulness of data from such control systems.

- Understand the various sources of finance available to businesses and be able to recommend suitable types of finance to meet the needs of individual business situations.
- Have an understanding of the calculation of discount rates for use in investment appraisal as well as the ability to explain problems and limitations of their use.
- Understand the non-financial and other financial risks facing businesses and be able to demonstrate and explain how such risk data can be managed.

Syllabus

- Financial statements overview
- Company performance evaluation
- Investment appraisal
- Budgeting and control
- Financing
- Cost of capital
- Risk Management

Learning and teaching methods

The module will be delivered over an 8-week period, primarily through a series of weekly e-lectures. These will be supported by individual online tasks and discussion boards, which will be used to develop and apply learning. These will be moderated by the module instructor. Students will also be directed to key academic and practitioner readings to further develop their learning.

Additionally, one scheduled synchronous seminar will be delivered (if there are issues with time zones another seminar will be provided).

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NQF level	Level 7		
Credit value	15 credits	Module duration	8 weeks

Strategic Management and Contemporary Organisation

Module aims

This module aims to:

- Enable students to develop knowledge and understanding of the multi-level processes involved in the strategic conduct and performance of formal organisations and their constituent groups and individuals through active learning, authentic assessment and critical reflection.
- Support students to become familiar with leading-edge theory about organisation and management and how such processes relate to strategy, organisational environment and strategic performance in contemporary organisations, through processes of application, analysis and problem solving.
- Enable students to develop the skills required to identify, and critically analyse contemporary strategic business and management challenges and issues to support effective decision making in a strategic context.

Learning outcomes

Students will be able to:

- Elaborate on the linkage between organisation, environment, and strategic performance.
- Identify, analyse and apply theoretical and conceptual knowledge to strategic issues and challenges in contemporary formal organisations.
- Critically evaluate a range of strategy and strategic management perspectives, theories, and concepts.
- Critically analyse and evaluate strategic management practices in relation to the formulation and implementation of strategy.
- Diagnose strategic and organisational issues and appreciate alternative choices and approaches for the strategic management of people and processes in a range of organisational and environmental contexts.

Syllabus

- Understanding concepts of organisation, strategic management, strategy and environment
- The nature and source of competitive advantage - the position school
- The nature and source of competitive advantage - resource-based, knowledge-based and dynamic capabilities view, or inside-out perspective, of competitive advantage.
- Forms of organising and managing a strategic arts
- Strategic purpose, vision, mission values and leadership
- Strategy, inertia and change
- Contemporary organisational conditions and challenges
- Contemporary organisational conditions and challenges

Learning and teaching methods

The module will primarily be delivered through eight weekly e-lectures, delivered through a variety of methods, covering key concepts, theories and case studies. These will be supported by individual online tasks, such as blogs, collaborative tasks, and discussion boards, which will be used to develop and apply learning. These activities will be moderated by the module instructor. Students will also be directed to key academic and practitioner readings to further develop their learning.

Students will also participate in eight weekly e-seminars where they will engage in peer discussion of key concepts and application to their own work contexts and/or real-life examples of contemporary organisations. Seminars will be conducted via a discussion board with input from the module instructor.

Additionally, students will participate in virtual action learning sets, where students will form small action learning groups. They will collaboratively choose a case study (either from their own professional experience or provided by the module instructor) and work together to identify and solve current strategic dilemmas. This will be facilitated by the module instructor.

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NQF level	Level 7		
Credit value	15 credits	Module duration	8 weeks

Identity, Learning and The Global Professional

Module aims

This module aims to:

- Enable students to expand their leadership identity.
- Broaden participants' scholarly practice in their reflexive ability to integrate leadership ideas into their practice authentically.
- Enable students to recognise the role of experiential learning for leadership development.

Learning outcomes

Students will be able to:

- Develop critically reflective insight into their own capabilities, values and preferences for leadership style and consider the implications for their professional development.
- Demonstrate an ability to recognise, implement, and evaluate relevant action learning techniques to the resolution of workplace problems.
- Demonstrate an ability to recognise, implement, and evaluate relevant academic theory in the context of its application to real-life workplace problem situations.
- Demonstrate an ability critique leadership within management and attain self-awareness in relation to values, ethics, personal skills and attributes in order to develop as a reflective managerial leader.

Syllabus

- Leadership identity – how leaders develop their sense of themselves as a manager and leader.
- Acting your way into new thinking – how new challenges and experiences enable further development and change thinking.
- Defining and redefining role and purpose – reconfiguring scope and focus.
- Networks and relationships – relational perspectives on leading and managing and their role in learning to lead differently.
- Maintaining authenticity – tensions, paradoxes, and contradictions in a developing leadership career.
- Self-care - the importance of managing self.
- Reflection for effective leadership - students will be guided to reflect on how they have learned to lead and their assumptions and implicit theories.

Learning and teaching methods

The module will primarily be delivered through a series of e-lectures, delivered through 15-20 minutes podcasts covering key ideas and theories of leadership. These will be supported by individual online tasks and discussion boards, which will be used to develop and apply learning. These will be moderated by the module instructor to ensure individual and group feedback. Students will also be directed to key academic and practitioner readings to further develop their learning.

Students will participate in virtual action learning, through peer discussion focused on applying learning to the challenges within their own work contexts. This will be facilitated by the module instructor, to model an action learning mode of questioning and encourage similar interaction between students.

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NQF level	Level 7		
Credit value	15 credits	Module duration	8 weeks

Entrepreneurship and Innovation

Module aims

This module aims to:

- Introduce entrepreneurship, from both theoretical and empirical perspectives, and the means by which this understanding relates to the practical processes of new venture creation (including social enterprise).
- Enable students to investigate the function of entrepreneurship as a key driver in industries.
- Introduce students to the key aspects of the process of new venture creation – including the creative process at the ‘ideas’ stage, and the entrepreneurially distinct requirements.
- Confront students with the enterprise skills and outlooks/apitudes associated with starting up and running a new venture.

Learning outcomes

Students will be able to:

- Demonstrate a critical understanding of the concepts, theories and models that underpin entrepreneurship and new business start-up in different contexts.
- Understand the skills and aptitudes associated with entrepreneurship and the new venture creation process.
- Understand the critical aspects of starting and operating a business, including the role of business functions and their interrelationships in the process of new business start-up.
- Explore various notions of entrepreneurship and their value to the creative economy through academic and reflective analysis.
- Demonstrate a systematic and comprehensive knowledge of the key issues in entrepreneurship and enterprise innovation, and issues related to leveraging ideas and intellectual property.
- Critically apply frameworks and methodologies to analyse opportunities for Entrepreneurship and innovation.

- Develop solutions to such opportunities using processes and tools used by leading edge entrepreneurs and innovative companies evaluate such solutions using appropriate methods.
- Reflect self-critically on their performance and how they come across to others with a view to ongoing learning, development and improvement.

Syllabus

- Entrepreneurship and the Environment
- Entrepreneurship and the Person
- Entrepreneurship/Innovation and the Organisation

Learning and teaching methods

The module will primarily be delivered through eight weekly e-lectures, delivered through a variety of methods, covering key concepts, theories and case examples. These will be supported by individual online tasks, case studies, blogs, collaborative tasks and discussion boards, which will be used to develop and apply learning. These activities will be moderated by the module instructor. Students will also be directed to key academic and practitioner readings to further develop their learning.

Students will also participate in eight weekly e-seminars where they will engage in peer discussion of key concepts and application to their own work contexts. Seminars will be conducted via a discussion board with input from the module instructor.

Additionally, students will participate in virtual action learning sets, where students will form small action learning groups and collaboratively choose and then work together to solve issues affecting group members. This will be recorded and facilitated by the module instructor.

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NQF level	Level 7		
Credit value	15 credits	Module duration	8 weeks

Research Methods

Module aims

This module aims to:

- Consolidate their knowledge of research in leadership and management.
- Consider the nature of research for academic and more applied contexts.
- Develop skills in the acquisition, analysis, and management of qualitative and quantitative data sets; Enhance their general research and study skills.
- Critically analyse, evaluate and review current research and scholarship.
- Evaluate, select, and justify appropriate research methods in a chosen area of study to ensure that the evidence generated, its analysis and conclusion are appropriate and robust.
- Appreciate the importance of ethical conduct in research.

Learning outcomes

Students will be able to:

- Enhance their understanding of the most effective research methods applicable to leadership and management.
- Develop knowledge of the methodological steps involved in producing and implementing a research process appropriate to the specific demands of a research project with a leadership and management focus.
- Increase their capacity to distinguish between primary and secondary modes of data and develop a critical awareness of research methods and techniques available when collecting and analysing both qualitative and quantitative data.
- Understand how to progress an outline research project idea into a practicable research proposal.
- Possess the aptitude to critically analyse, evaluate and review current research and scholarship.

- Develop the ability to evaluate, select, and justify appropriate research methods in a chosen area of study to ensure that the evidence generated, its analysis and conclusion are appropriate and robust.
- Understand the importance of ethical conduct in research and be able to apply established ethical standards to research projects.

Syllabus

- Research in management and leadership: constraints, benefits and limitations.
- Types of research data and data collection strategies.
- Qualitative research: design, data collection, analysis and presentation.
- Quantitative research: statistical techniques and data presentation.
- The nature of academic and applied research, desk-based research.
- The research process, finding a suitable research area, framing a question, developing a research proposal, and planning a research schedule.
- Ethics in research: between theory and practice.

Learning and teaching methods

The module will primarily be delivered through a series of e-lectures covering key topics. These will be supported by individual online tasks and discussion boards, which will be used to develop and apply learning. These will be moderated by the module instructor. Students will also be directed to key readings to further develop their learning.

Students will also participate in seminars which will enable peer discussion through discussions boards as with other modules. This will be facilitated by the module instructor.

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NQF level	Level 7	
Credit value	60 credits	Module duration 40 weeks

Dissertation

Module aims

This module aims to:

- Apply and extend the knowledge and research skills that they have acquired during their programme of study such as would be required for an extended final research project.
- Use appropriate research methodologies and data collection methods to examine a relevant organisational context in significant depth.
- Identify an appropriate research topic; critically select and apply appropriate research methodology and data collection methods to their chosen research topic.
- Demonstrate a rigorous understanding of the theory and literature relevant to the issues under investigation.

Learning outcomes

Students will be able to:

- Apply relevant theory to the analysis of management practice.
- Reflect on prior learning throughout the programme, considering a broad range of subject matter. They will be able to identify which learning from this subject matter is most significant to delivering a PG dissertation.
- Conduct research in a rigorous and systematic fashion.
- Refine and execute a structured plan of research based on informed choices about research design, and data collection and analysis methods.
- Recognise and critically evaluate different management research designs and the assumptions upon which they are based.
- Present a logical, critical and sustained argument, and develop conclusions in a manner consistent with Masters level standards.

Syllabus

- Refining the project proposal.
- Planning and executing the research project.
- Using appropriate research methods.
- Research ethics.
- Writing for academic and practitioner audiences.

Learning and teaching methods

The module will include five taught sessions, three hours per session, in a guided virtual classroom discussion format, covering key information, enhancing students' understanding of the research methodology and planning required to pursue the dissertation. Students will also be directed to key academic and practitioner readings to further develop their learning. Students will have opportunity for instructor feedback on their research, as well as guidance on the ethical review process required to pursue empirical research.

Students will be allocated a supervisor for their dissertation. Supervisory contact hours will include scheduled meetings, detailed feedback on proposal and draft chapters, progress check-ins, and ongoing Q&A.

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Useful information

Fees and funding

For current information on tuition fees and funding options, please visit the Kaplan website or ask a consultant.

Discounts and scholarships

For current information on the discounts and scholarships available, please visit the Kaplan website or ask a consultant.

Careers

Nurtured and matured to meet the dynamic demands of employers, graduates will have developed an understanding of the career opportunities within Management and will be able to articulate their career aims. This will be enhanced by access to guest speakers from business embedded within modules, which will take the form of either a video podcast or webinar where students can ask questions of the speaker. The programme will equip students with an applied understanding of what it means to be an effective practicing manager within a globalised workplace.

Students will graduate from this programme with the opportunity and skills necessary to work and engage in business related roles of organisations. These include marketing, finance, strategy, international development, data analytics and research, relationship management, and human resources. Students may also pursue operations related roles. Graduates will have developed enhanced access to a wide range of business and management positions within both private / public sector third sector and small business enterprises throughout their studies. The content and delivery of the programme will equip them to be effective business and management candidates for general management positions. Programme graduates may also be in a position to follow a research career focussing on management. From an employability perspective the programme is committed to embedding requisite skills through both formative and summative assessment at module level, and through guest talks, networking events, and publishing opportunities outside of module requirements.

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Submit your application online

or contact our partner, Kaplan Higher
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to process applications and admissions.