



# MASTER OF BUSINESS ADMINISTRATION (MBA)

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# MASTER OF BUSINESS

# ADMINISTRATION (MBA)

## Programme overview

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**Study mode:** Online and part-time

**Qualification:** Master of Business Administration (MBA)

**Indicative programme duration:** 30 months

**Entry requirements:**

MBA candidates are normally expected to have a minimum of 3 years of substantive managerial experience in the private or public sector, including the management of budgets, people and projects.

A minimum of a 2:1 class degree in any subject, equivalent to a UK bachelor's degree, or an equivalent professional qualification from a similar non-UK institution: or

Non-graduates who possess extensive professional experience (more than 5 years) and/or a postgraduate qualification are encouraged to apply.

GMAT score: Although not mandatory, we encourage candidates who have undertaken the examination to submit their scores for consideration, these must be valid (attained with the last 5 years) by the time of entry.

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. Check our website for further details.

## Teaching and assessment

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The School's strategy requires that a diverse range of assessment methods should be used throughout a programme. This ensures that students have a range of assessment opportunities in which to provide evidence of their learning. The benefits of this are twofold. Firstly, there are wider opportunities for students to develop essential learning and employability skills, including teamwork, presentation skills, digital fluency, independent learning and written communication. Secondly, the School recognises the diversity of its student body and that some students may perform better in some types of assessment than others. To meet AMBA requirements, the programme has been designed to contain at least 120 synchronous hours through seminars and group work activities.

\*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.

**Ready to apply?** Please complete our online application form to apply to study this programme.

# MASTER OF BUSINESS

## ADMINISTRATION (MBA)

### What will I study?

This programme consists of the following modules. You are required to complete 180 credits to achieve a full Master of Business Administration (MBA).

	MBA
Developing as a Manager and Leader (10 credits - core)	*
International Business and the Global Economy (10 credits - core)	*
Managing Financial Resources (10 credits - core)	*
Digital Strategic Marketing (10 credits - core)	*
Managing Human Resources (10 credits - core)	*
Operations and Supply Chain Management (10 credits - core)	*
Strategic Advantage (10 credits - core)	*
Innovation and Entrepreneurship (10 credits - core)	*
Strategic Management Simulation (10 credits - core)	*
Management in Practice (10 credits - core)	*
Two elective modules from (2x10 credits): <ul style="list-style-type: none"><li>• Data Strategy and Analytics for Manager</li><li>• Project Management</li><li>• Global Leadership</li><li>• Corporate Citizenship</li></ul>	**
MBA projects (60 credits - core)	*
Career Catalyst (zero credits - core)	*



# PROGRAMME STRUCTURE

<b>Module code</b>	MGTK737	<b>NQF level</b>	Level 7
<b>Credit value</b>	10 credits	<b>Module duration</b>	6 weeks

## DEVELOPING AS A MANAGER AND LEADER

### Module aims

This module aims to:

- Develop students' critical understanding of a range of theories and perspectives on effective leadership and group dynamics in organisations, and the relevance of these in different organisational contexts.
- Encourage students to reflect on their own values, personality, interpersonal skills, management and leadership style and identify relevant areas for personal development based on their future goals and career aspirations.
- Develop students' understanding of the relationship between leadership and management approaches, ethics and the development of organisational culture.

### Learning outcomes

Students will be able to:

- Analyse the nature and impact of individual differences in personality, values, motivations and behaviours in group and organisational contexts.
- Critically reflect on a range of theories and perspectives on effective leadership in organisations, and the relevance of these for their own sector of interest.
- Reflect on their own values, personality, interpersonal skills, management and leadership style and identify relevant areas for personal development based on their future goals and career aspirations.
- Demonstrate an understanding of the relationship between leadership and management approaches, ethics and the development of organisational culture.

### Syllabus

- Leadership theories
- Managing in contemporary organisational contexts
- Leading and managing teams
- Self-analysis and development planning

### Learning and teaching methods

The module will primarily be delivered through a series of e-lectures, delivered through a variety of methods, covering key topics, theories and case examples. These will be supported by individual online task such as, 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.

One scheduled synchronous seminar of one hour will be delivered in week 1, with the remaining two synchronous seminar hours scheduled during weeks 2 to 6. The dates and times of the seminars will be confirmed at the start of the module (if there are issues with time zones another session will be provided). Peer discussion and questions will be encouraged. These sessions will be recorded and moderated by the module instructor.

Core / Elective

<b>Module code</b>	MGTK738	<b>NQF level</b>	Level 7
<b>Credit value</b>	10 credits	<b>Module duration</b>	6 weeks

# INTERNATIONAL BUSINESS AND THE GLOBAL ECONOMY

## Module aims

This module aims to:

- Develop students' ability to critically select and apply management theories and practices relating to international business and the global macro-economic environment to contemporary organisations in order to develop strategic recommendations.
- Provide students with the ability to evaluate the ways in which sustainability and ethics are addressed by organisations in their global business practices.
- Encourage students to delineate the important economic considerations relevant to international businesses from a global perspective and appraise the impact of international, regional, and individual country institutions and political environments on global business strategy and decision-making.

## Learning outcomes

Students will be able to:

- Delineate the important economic considerations relevant to international businesses from a global perspective.
- Evaluate the ways in which sustainability and ethics are addressed by organisations in their global business practices and the impacts of these practices on local and global communities.
- Critically select and apply management theories and practices relating to international business and the global macro-economic environment to contemporary organisations in order to develop strategic recommendations.
- Appraise the impact of international, regional, and individual country institutions and political environments on global business strategy and decision making.

## Syllabus

- Introduction to globalisation
- Global Challenges and collaborative action
- Globalisation and ethical issues
- Corporate social responsibility
- Global macro-economic environment analysis, value creation and strategy
- International business market entry modes
- International business location considerations
- International business risk management

## Learning and teaching methods

The module will primarily be delivered through a series of e-lectures, delivered through a variety of methods, covering key topics, theories and case examples. These will be supported by individual online task such as, 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.

The module will primarily be delivered through a series of e-lectures, delivered through a variety of methods, covering key topics, theories and case examples. These will be supported by individual online task such as, 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.

Core / Elective

<b>Module code</b>	MGTK739	<b>NQF level</b>	Level 7
<b>Credit value</b>	10 credits	<b>Module duration</b>	6 weeks

## MANAGING FINANCIAL RESOURCES

### Module aims

This module aims to:

- Provide students with the skills and competencies required to critically analyse, and interpret published financial statements and to utilise financial data to analyse decision alternatives and identify consequences for profitability and for the impact on different stakeholders.
- Develop students' awareness of how key theoretical models and the management accounting framework can support financial decision making in relation to costing, budgeting, performance evaluation and financial reporting.
- Provide students with the skills and competencies required to critically appraise alternative financing sources for a venture and understand the impact of gearing decisions on operating and financial risk and performance.

### Learning outcomes

Students will be able to:

- Utilise financial data to analyse decision alternatives and identify consequences for profitability and for different stakeholders.
- Critically analyse, and interpret published financial statements.
- Critically appraise alternative financing sources for a venture and understand the impact of gearing decisions on operating and financial risk and performance.
- Demonstrate an awareness of how key theoretical models and the management accounting framework can support financial decision making in relation to costing, budgeting, performance evaluation and financial reporting.

### Syllabus

- Introduction to the different roles of financial accounting, management accounting, and financial management, in terms of their use to business.
- Financial statements
- Company performance evaluation (ratio analysis)
- Investment appraisal
- Budgeting and control
- Financing
- Risk Management

### Learning and teaching methods

The module will primarily be delivered through a series of e-lectures, delivered through a variety of methods, covering key topics, theories and case examples. These will be supported by individual online tasks such as, 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.

One scheduled synchronous seminar of one hour will be delivered in week 1, with the remaining two synchronous seminar hours scheduled during weeks 2 to 6. The dates and times of the seminars will be confirmed at the start of the module (if there are issues with time zones another session will be provided). Peer discussion and questions will be encouraged. These sessions will be recorded and moderated by the module instructor.

Core / Elective

<b>Module code</b>	MGTK740	<b>NQF level</b>	Level 7
<b>Credit value</b>	10 credits	<b>Module duration</b>	6 weeks

# DIGITAL STRATEGIC MARKETING

## Module aims

This module aims to:

- Provide students with the ability to design marketing strategies and optimise customer value creation.
- Develop students' ability to assimilate and implement the fundamental principles of strategic marketing management and apply analytical theories and frameworks currently used in marketing.
- Encourage students to critically assess the influence of digital technologies on the field of marketing from an ethical perspective, considering the influence on consumers and wider society.

## Learning outcomes

Students will be able to:

- Assimilate and implement the fundamental principles of strategic marketing management.
- Apply analytical theories and frameworks currently being used in digital marketing.
- Design digital marketing strategies and optimise customer value creation.
- Critically assess the influence of digital technologies on the field of marketing, including the influence on organisations and wider society

## Syllabus

- The role and purpose of digital marketing within an organisational and global context.
- The process of creating a digital marketing plan and its role within the wider marketing and organisational strategy.
- The impact of the internal and external organisational environment on digital marketing strategy.
- Digital pricing strategies from a micro-economic perspective e.g. supply and demand, profit maximising, digital 'freemium' and 'SaaS' (Software as a Service) models.
- The value of digital marketing research and data analytics.

- Ethical practices in marketing e.g. data ethics.
- Segmentation, targeting and positioning as fundamentals of digital marketing practice.
- Understanding consumer behaviour in a digital context.
- Measuring digital marketing effectiveness.
- Digital marketing and future digital technologies.

## Learning and teaching methods

The module will primarily be delivered through a series of e-lectures, delivered through a variety of methods, covering key topics, theories and case examples. These will be supported by individual online task such as, 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.

One scheduled synchronous seminar of one hour will be delivered in week 1, with the remaining two synchronous seminar hours scheduled during weeks 2 to 6. The dates and times of the seminars will be confirmed at the start of the module (if there are issues with time zones another session will be provided). Peer discussion and questions will be encouraged. These sessions will be recorded and moderated by the module instructor.

Core / Elective



<b>Module code</b>	MGTK741	<b>NQF level</b>	Level 7
<b>Credit value</b>	10 credits	<b>Module duration</b>	6 weeks

# MANAGING HUMAN RESOURCES

## Module aims

This module aims to:

- Develop students' critical understanding of a range of approaches used to manage people to achieve organisational outcomes in changing organisational contexts and to evaluate how human resource strategy relates to and contributes to the achievement of strategic organisational goals.
- Enable students to identify and critically analyse key global and contemporary issues relating to human resource management in an international context.
- To provide students with the skills and competencies required to be able to apply relevant theories and frameworks to critically review human resource management practices and processes within organisations, and make recommendations that enable ethical and sustainable business practice.

## Learning outcomes

Students will be able to:

- Understand and critically reflect on a range of approaches used to manage people to achieve organisational outcomes in changing organisational contexts.
- Evaluate how human resource strategy relates to and contributes to the achievement of strategic organisational goals.
- Identify trends in the global and local context of organisations, in order to critically analyse key contemporary issues relating to human resource management in an international context.
- Select and critically apply relevant theories, models, concepts, or frameworks to critically review human resource management practices and processes within organisations, and make recommendations that enable ethical and sustainable business practice.

## Syllabus

- The role of HR Strategy.
- Ethical employee welfare
- Employee performance measurement and monitoring
- Managing people in global organisations
- Recruitment and retention
- Learning and development.

## Learning and teaching methods

The module will primarily be delivered through a series of e-lectures, delivered through a variety of methods, covering key topics, theories and case examples. These will be supported by individual online task such as, 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.

One scheduled synchronous seminar of one hour will be delivered in week 1, with the remaining two synchronous seminar hours scheduled during weeks 2 to 6. The dates and times of the seminars will be confirmed at the start of the module (if there are issues with time zones another session will be provided). Peer discussion and questions will be encouraged. These sessions will be recorded and moderated by the module instructor.

Core / Elective

<b>Module code</b>	MGTK742	<b>NQF level</b>	Level 7
<b>Credit value</b>	10 credits	<b>Module duration</b>	6 weeks

# OPERATIONS AND SUPPLY CHAIN MANAGEMENT

## Module aims

This module aims to:

- Provide students with an understanding of the characteristics of operations processes, the model of operations management, and the principles and role of supply chain management in organisations.
- Provide students with the knowledge and skills required to critically examine how operations decisions affect the effectiveness of a supply chain.
- Develop students' ability to critically evaluate the link between operations and supply chain excellence and sustainability.

## Learning outcomes

Students will be able to:

- Assess the characteristics of operations processes, the model of operations management, and of the role that the discipline plays in corporate strategy.
- Demonstrate an understanding of the principles and role of supply chain management in organisations.
- Critically examine how operations decisions affect the effectiveness of a supply chain and explain how supply chain management can be supported by appropriate technology.
- Critically evaluate the link between operations and supply chain excellence and sustainability.

## Syllabus

- Operations Management
- Supply chain management
- Operations and Supply Chain challenges

## Learning and teaching methods

The module will primarily be delivered through a series of e-lectures, delivered through a variety of methods, covering key topics, theories and case examples. These will be supported by individual online task such as, 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.

One scheduled synchronous seminar of one hour will be delivered in week 1, with the remaining two synchronous seminar hours scheduled during weeks 2 to 6. The dates and times of the seminars will be confirmed at the start of the module (if there are issues with time zones another session will be provided). Peer discussion and questions will be encouraged. These sessions will be recorded and moderated by the module instructor.

Core / Elective

<b>Module code</b>	MGTK743	<b>NQF level</b>	Level 7
<b>Credit value</b>	10 credits	<b>Module duration</b>	6 weeks

## STRATEGIC ADVANTAGE

### Module aims

This module aims to:

- Provide students with the knowledge and skills required to critically select and apply a variety of strategic management models, theories and approaches to undertake strategic analysis.
- Develop students' ability to make strategic choices and recommendations based on insights from strategic analysis, which support sustainable competitive advantage, sustainability and resilience.
- Provide students with the knowledge and skills required to critically select and apply models and theories of strategic change management to analyse different change contexts and develop change plans or recommendations.

### Learning outcomes

Students will be able to:

- Critically select and apply a variety of strategic management models, theories and approaches to undertake strategic analysis.
- Make strategic choices and recommendations based on insights from strategic analysis which support sustainable competitive advantage.
- Develop strategic insights and make recommendations which support organisational strategies for sustainability and resilience.
- Critically select and apply models and theories of strategic change management to analyse different change contexts and develop change plans or recommendations.

### Syllabus

- Market-based and resource-based strategy perspectives
- Strategy in different contexts
- Strategic advantage through sustainability and resilience
- Change management

### Learning and teaching methods

The module will primarily be delivered through a series of e-lectures, delivered through a variety of methods, covering key topics, theories and case examples. These will be supported by individual online task such as, 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.

One scheduled synchronous seminar of one hour will be delivered in week 1, with the remaining two synchronous seminar hours scheduled during weeks 2 to 6. The dates and times of the seminars will be confirmed at the start of the module (if there are issues with time zones another session will be provided). Peer discussion and questions will be encouraged. These sessions will be recorded and moderated by the module instructor.

Core / Elective

<b>Module code</b>	MGTK744	<b>NQF level</b>	Level 7
<b>Credit value</b>	10 credits	<b>Module duration</b>	6 weeks

# INNOVATION AND ENTREPRENEURSHIP

## Module aims

This module aims to:

- Develop students' ability to critically select and apply theories, concepts or frameworks of innovation and entrepreneurship to address complex organisational challenges.
- Develop students' ability to identify and evaluate individual and organisational barriers to innovating and entrepreneurship in a variety of contexts.
- Enable students to apply their knowledge of innovation and entrepreneurship to develop and / or evaluate business concepts and plans.
- Provide students with opportunities and skills required to critically reflect on their management and leadership style and their own capacity for innovation and entrepreneurship.

## Learning outcomes

Students will be able to:

- Identify and evaluate individual and organisational barriers to innovating and entrepreneurship in a variety of contexts.
- Apply their knowledge of innovation and entrepreneurship to develop and / or evaluate business concepts and plans.
- Critically reflect on their management and leadership style and their own capacity for innovation and entrepreneurship.

## Syllabus

- Concepts of innovation, entrepreneurship and creativity.
- Corporate Innovation and Creativity
- Innovation and Entrepreneurship and Society
- Entrepreneurship

## Learning and teaching methods

The module will primarily be delivered through a series of e-lectures, delivered through a variety of methods, covering key topics, theories and case examples. These will be supported by individual online task such as, 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.

The pedagogical approach of the module is designed to encourage the active engagement of students in an experiential learning process. This is done explicitly through a series of synchronous seminars where students will engage in group work exercises such as creative thinking challenges. In these seminars, students will be introduced to a topic and given exercises to work through together to complete the task and develop their skills. The dates and times of the synchronous seminars will be confirmed at the start of the module (if there are issues with time zones another session will be provided). The synchronous sessions will focus on peer interaction, discussion and questions, with the module instructor participating as a coach and mentor. These sessions will be recorded and moderated by the module instructor.

Core / Elective

<b>Module code</b>	MGTK745	<b>NQF level</b>	Level 7
<b>Credit value</b>	10 credits	<b>Module duration</b>	6 weeks

# STRATEGIC MANAGEMENT SIMULATION

## Module aims

This module aims to:

- Provide students with an opportunity to develop a holistic and integrated understanding of the key functional areas of management, such as, HR, R&D, Production, Marketing and Finance.
- Develop students' ability to apply analytical concepts and techniques to develop and communicate a business strategy for an organisation (in a simulated environment).
- Develop students' ability to work collaboratively to make strategic decisions, and provide opportunities for students to practice giving and receiving feedback and to critically assess their own performance.

## Learning outcomes

Students will be able to:

- Demonstrate a holistic and integrated understanding of the key functional areas of management, such as, HR, R&D, Production, Marketing and Finance.
- Apply analytical concepts and techniques to develop and communicate a business strategy for an organisation (in a simulated environment).
- Work collaboratively with others to agree a competitive business strategy and implement strategic decisions.
- Draw on theories of group development to critically assess their own performance as a group member and demonstrate skill in giving and receiving constructive feedback.

## Syllabus

- Guidance and instruction accompanying the simulation software
- Establishing team norms and ground rules
- Group working, collaboration and conflict resolution
- Processes of peer-to-peer feedback
- Theories and models of critical self-reflection

## Learning and teaching methods

The module is based on team-based, experiential learning and the business simulation will form the core part of the teaching strategy that presents students with a variety of complex issues relating to business analysis and decision-making. The module requires students to communicate and operate in small teams, and all students will be expected to study the guidance and instructions which accompany the simulation software. The simulation will be supported by online activities such as synchronous group work, individual and collaborative tasks and discussion boards. Students will apply their knowledge and skills to develop strategies, make group business decisions, analyse and interpret their results in the simulation and reflect on their performance as a group. 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 and facilitate a deeper understanding of effective group decision-making, feedback and self-reflection.

Students will also participate in synchronous e-seminars. The dates and times of the synchronous seminars will be confirmed at the start of the module (if there are issues with time zones another session will be provided). The synchronous sessions will focus on peer interaction, discussion and questions, with the module instructor participating as a coach and mentor. These sessions will be recorded and moderated by the module instructor.

Core / Elective

<b>Module code</b>	MGTK746	<b>NQF level</b>	Level 7
<b>Credit value</b>	10 credits	<b>Module duration</b>	6 weeks

## MANAGEMENT IN PRACTICE

### Module aims

This module aims to:

- Provide students with opportunities to apply a range of management tools and theories in order to analyse client problems and issues.
- Enable students to critically reflect on chosen management tools and theories and their application to practice and draw on theories of management, leadership and group development to critically reflect on theory and own performance.
- Develop students' ability to synthesize data from a wide variety of sources and interpret results and work collaboratively to prepare findings and recommendations in formats acceptable to the client.

### Learning outcomes

Students will be able to:

- Apply a range of management tools and theories in order to analyse client problems and issues.
- Critically reflect on chosen management tools and theories and their application to practice.
- Synthesize data from a wide variety of sources and interpret results.
- Work collaboratively to prepare findings and recommendations in formats acceptable to the client.
- Draw on theories of management, leadership and group development to critically reflect on theory and own performance.

### Syllabus

- Guest speaker / subject matter expert - contemporary management topics such as Artificial Intelligence, Sustainable Development, Future of Work or Globalisation.
- Principles of management consulting and effective project work.
- Effective team working and peer-to-peer feedback.
- Theories and models of critical self-reflection.

- Networking including using Executive Project events as networking opportunities.
- Using Executive Projects to stimulate ideas for final MBA Project.

### Learning and teaching methods

The module is based on three Executive Projects weeks, which will take place at three specified points throughout the year, outside the regular module schedule such that students from different cohorts can take part, network and interact. The dates of each project week will be confirmed at the start of the programme.

Each week will begin with an introduction to the topic and the challenge from an industry guest speaker or subject matter expert and the module instructor. During the week, students will work in small groups on their project task. This will be supported by online learning activities and discussion boards. Students will also undertake directed and independent reading and research to complete their project task.

Students will also participate in synchronous seminars during each Executive Project week. The dates and times of the synchronous seminars will be confirmed at the start of the module (if there are issues with time zones another session will be provided). The first two-hour synchronous session will present students with a challenge that they will work on in small groups. Throughout the week, further synchronous seminars (6 hours in total) will focus on peer interaction, discussion and questions, with the module instructor participating as a coach and mentor as the students develop their project work. The final 2-hour synchronous session will provide an opportunity for presentation of student work and feedback.

Core / Elective

<b>Module code</b>	MGTK747	<b>NQF level</b>	Level 7
<b>Credit value</b>	10 credits	<b>Module duration</b>	6 weeks

# DATA STRATEGY AND ANALYTICS FOR MANAGERS

## Module aims

This module aims to:

- Provide students with the knowledge and skills required to analyse contemporary business scenarios and consider how a strategic approach to the use of data and analytics might enable smarter decision-making and generate competitive advantage.
- Develop students' ability to critically discuss the issues and challenges in the use of data and analytics from a global and ethical perspective.
- Develop students' ability to critically evaluate the contribution of data visualisation and analytics tools and techniques to evidence-based decision-making and effective organisational communications.

## Learning outcomes

Students will be able to:

- Evaluate the value and benefits that accrue from utilising data and analytics applications across a variety of industries and types of organisation.
- Analyse contemporary business scenarios and consider how a strategic approach to the use of data and analytics might enable smarter decision-making and generate competitive advantage.
- Critically discuss the issues and challenges in the use of data and analytics from a global and ethical perspective.

## Syllabus

- Applications for data and analytics
- Ethical Issues in data and analytics
- Managing data strategically

## Learning and teaching methods

The module will primarily be delivered through a series of e-lectures, delivered through a variety of methods, covering key topics, theories and case examples. These will be supported by individual online task such as, 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.

One scheduled synchronous seminar of one hour will be delivered in week 1, with the remaining two synchronous seminar hours scheduled during weeks 2 to 6. The dates and times of the seminars will be confirmed at the start of the module (if there are issues with time zones another session will be provided). Peer discussion and questions will be encouraged. These sessions will be recorded and moderated by the module instructor.

Core / Elective

<b>Module code</b>	MGTK748	<b>NQF level</b>	Level 7
<b>Credit value</b>	10 credits	<b>Module duration</b>	6 weeks

# PROJECT MANAGEMENT

## Module aims

This module aims to:

- Provide students with opportunities to develop a thorough understanding of the importance of project management and its relationship to other management disciplines.
- Develop students' ability to critically evaluate theoretical and practical perspectives to project management.
- Provide students with the knowledge and skills required to apply planning and monitoring techniques and risk management processes to an organisational project.

## Learning outcomes

Students will be able to:

- Demonstrate a thorough understanding of the importance of project management and its relationship to other management disciplines.
- Critically evaluate theoretical and practical perspectives to project management.
- Apply planning and monitoring techniques to a chosen project application area.
- Apply risk management processes to a chosen project application area.

## Syllabus

- The concept of PM compared and contrasted to line / general project management (PM).
- The project life cycle – initiation, implementation, and termination.
- The project manager: skills, knowledge, background & training.
- Project organisations: organisational structures – matrix, project etc.
- Project feasibility: selecting between competing projects.
- Project planning: cost planning – estimating, establishing budgets etc.
- Risk management: the risk management phases – identification, analysis and response.

- Monitoring and control: monitoring, evaluating and predicting time and cost performance.
- Principles of Agile Project Management.

## Learning and teaching methods

The module will primarily be delivered through a series of e-lectures, delivered through a variety of methods, covering key topics, theories and case examples. These will be supported by individual online task such as, 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.

One scheduled synchronous seminar of one hour will be delivered in week 1, with the remaining two synchronous seminar hours scheduled during weeks 2 to 6. The dates and times of the seminars will be confirmed at the start of the module (if there are issues with time zones another session will be provided). Peer discussion and questions will be encouraged. These sessions will be recorded and moderated by the module instructor.

Core / Elective



<b>Module code</b>	MGTK749	<b>NQF level</b>	Level 7
<b>Credit value</b>	10 credits	<b>Module duration</b>	6 weeks

# CORPORATE CITIZENSHIP

## Module aims

This module aims to:

- Provide students with the knowledge and skills required to critically analyse and evaluate business practices in terms of ethics and sustainability and to critically reflect on their own personal ethics and ethical responsibilities.
- Provide students with a range of theoretical and practical tools to be able to identify and discuss the ethical and sustainability implications of global trends for businesses.
- Develop students' ability to critically evaluate ethical theories and tools and reflect critically on the ethical nature of business and management, and the ethical implications for business strategy, decision-making, and sustainable development.

## Learning outcomes

Students will be able to:

- Identify and assess 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 corporate citizenship, ethics and sustainability.
- Critically reflect on their own personal ethics and the ethical responsibilities and consequences of a manager role.

## Syllabus

- Businesses, organisations and ethics.
- Dimensions of Corporate Citizenship.
- 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 a series of e-lectures, delivered through a variety of methods, covering key topics, theories and case examples. These will be supported by individual online task such as, 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.

One scheduled synchronous seminar of one hour will be delivered in week 1, with the remaining two synchronous seminar hours scheduled during weeks 2 to 6. The dates and times of the seminars will be confirmed at the start of the module (if there are issues with time zones another session will be provided). Peer discussion and questions will be encouraged. These sessions will be recorded and moderated by the module instructor.

Core / Elective

<b>Module code</b>	MGTK750	<b>NQF level</b>	Level 7
<b>Credit value</b>	10 credits	<b>Module duration</b>	6 weeks

## GLOBAL LEADERSHIP

### Module aims

This module aims to:

- Develop students' ability to analyse challenges and opportunities facing leaders in today's global environment and evaluate the impact of different cultures on leadership practice in organisations.
- Provide students with the knowledge and skills required to critically analyse global leadership processes and practices from a responsible and ethical perspective.
- Enable students to clearly articulate and communicate implications and challenges of global leadership.

### Learning outcomes

Students will be able to:

- Analyse challenges and opportunities facing leaders in today's global environment.
- Evaluate the impact of different cultures on our understanding of leadership and on leadership practice in organisations.
- Critically analyse global leadership processes and practices from a responsible and ethical perspective.
- Clearly articulate implications and challenges of global leadership and tailor their communication to a target audience.

### Syllabus

- Contemporary theories of global leadership.
- Global leadership competencies, attributes, processes and practices.
- Responsible global leadership.
- Developing global leaders.
- Leading global teams and virtual leadership.
- Cultural competence and adaptability.
- Knowledge management in the context of global leadership.
- Leading global change and innovation.

### Learning and teaching methods

The module will primarily be delivered through a series of e-lectures, delivered through a variety of methods, covering key topics, theories and case examples. These will be supported by individual online task such as, 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.

One scheduled synchronous seminar of one hour will be delivered in week 1, with the remaining two synchronous seminar hours scheduled during weeks 2 to 6. The dates and times of the seminars will be confirmed at the start of the module (if there are issues with time zones another session will be provided). Peer discussion and questions will be encouraged. These sessions will be recorded and moderated by the module instructor.

Core / Elective

<b>Module code</b>	MGTK751	<b>NQF level</b>	Level 7
<b>Credit value</b>	60 credits	<b>Module duration</b>	40 weeks

## MBA PROJECT

### Module aims

This module aims to:

- Develop students' ability to analyse and synthesise complex and ambiguous data from a wide variety of sources, in order to make reasoned judgements and recommendations underpinned by ethical values.
- Enable students to integrate their knowledge of management theory and critically apply relevant theory to the analysis of management practice.
- Provide students with an opportunity to undertake independent, practice-based research in a rigorous and systematic fashion using appropriate methods to investigate a management challenge facing an organisation, and to prepare and present findings, conclusions and recommendations.

### Learning outcomes

Students will be able to:

- Select a management challenge facing a particular organisation (the 'client') and justify their choice and their process of inquiry in a rigorous and systematic fashion.
- Develop a structured plan proposal in order to undertake independent, practice-based research using appropriate methods.
- Integrate their knowledge of management theory and critically apply relevant theory to the analysis of management practice.
- Analyse and synthesise complex and ambiguous data from a wide variety of sources, in order to make reasoned judgements and recommendations underpinned by ethical values.
- Prepare and present findings, conclusions and recommendations in a verbal and written format.

### Syllabus

- The research process – identifying a suitable topic, developing a project proposal.
- Working with client organisations – managing projects, people, politics, stakeholders and resistance.

- The nature of academic and applied research and inquiry.
- Practitioner inquiry data collection and analysis strategies – strategy workshops, deep-dives, online workshop tools, World Café method.
- Types of academic research data and data collection strategies.
- Qualitative research: design, data collection, analysis and presentation.
- Quantitative research: statistical techniques and data presentation.
- Ethics in research – including guidance on the University's ethics approval process.

### Learning and teaching methods

The first six weeks of the module will be delivered through a series of e-lectures, delivered through a variety of methods, covering key topics, theories and case examples. 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 synchronous seminars during weeks 1 to 6. The dates and times of the synchronous seminars will be confirmed at the start of the module (if there are issues with time zones another session will be provided). The synchronous sessions will focus on peer interaction, discussion and questions, with the module instructor participating as a coach and mentor. These sessions will be recorded and moderated by the module instructor.

Students will be allocated a supervisor for their MBA project who will support their process of independent learning and inquiry. Supervisory contact hours will include feedback on draft chapters, progress check-ins, and ongoing Q&A.

Core / Elective

<b>Module code</b>		<b>NQF level</b>	Level 7
<b>Credit value</b>	0 credits	<b>Module duration</b>	Throughout the whole course

## CAREER CATALYST

### Module aims

This module aims to:

- Develop students' understanding of tools and techniques available to develop their employability skills and plan their career.
- Provide students with opportunities to reflect on their development goals, career aspirations and well-being.
- Develop students' knowledge and understanding of future of work trends and key skills for the contemporary global workplace.

### Syllabus

- Effective CV writing.
- Interview techniques.
- Career planning and career choices.
- Career selection, development and change.
- Different career paths – portfolio, freelance, start-up.
- Employability trends and the future of work.
- Key skills for the future.
- MBA graduate attributes and careers.
- Networking skills and Mentoring advice.
- Career planning and personal development plans.
- International career planning.
- Self-reflection and reflective practice.
- Work-life balance and well-being.

### Learning and teaching methods

The module will run throughout the duration of the MBA programme and will primarily be delivered asynchronously through a variety of methods, covering key topics, examples, self-paced exercises and the opportunity for students to maintain a reflective development log of their MBA journey and a personal development plan. Live sessions such as webinars or guest speakers will be announced in advance and recorded for later viewing within the module resources. Students will be directed to key academic and practitioner readings to further develop their learning.

Core / Elective

# MASTER OF BUSINESS

# ADMINISTRATION (MBA)

## USEFUL INFORMATION

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### Fees and funding

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For current information on tuition fees and funding options, please ask our course consultants for more details. ☎+852 9545 5878

### Discounts and scholarships

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For current information on discounts and scholarships, please ask our course consultants for more details. ☎+852 9545 5878

### Careers

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The programme is designed to give you the skills and knowledge to drive forward in your career. You will have the capability to work in an extensive range of senior functional and general management positions across a wide spectrum of business sectors across the world. This includes strategic leadership positions in consultancy, construction, engineering, retail and many more.

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