

Master of Business Administration

Developed and awarded by University of Birmingham, UK

CORE MODULES (COMPULSORY)

PURPOSEFUL LEADER (20 credits)

This is a reflective and developmental module for students to explore their leadership and career aspirations in relation to their purposive values. The module will include four types of learning engagements:

- An examination of current values-based and purpose-led theories of leadership. Students will be encouraged to critically examine theories they study, and apply them to their own contexts and experiences;
- Critical reflective practice about how they enact and embody purposeful/values-based leading and aspects of their organizational context which impacts on their ability to lead from this orientation;
- Professional skills development activities, including coaching to enhance their capacity to lead effectively that will be coordinated and delivered by the BBS Career team;
- The development of reflective practitioner and associated research skills, culminating in the creation of a plan for undertaking their MBA project.

Students will be expected to keep a portfolio of reflective practice on their purposeful leadership approach throughout the module, and how what they have learned on different modules is influencing this.

The Purposeful Leader module together with one of the 40 credits electives for final project modules involves student research and make up 60 credits of independent learning based on student research within the MBA Programme.

Assessment: Coursework (100%)

Portfolio of work which will include:

- Reflective log of their experimenting with purposeful leadership practice; (A summary statement of what has been learned and a plan for further development up to 4000 words)
- Independent project proposal (1000 words or equivalent)

Note for assessment tariff: This is a research module and counts to 1/3 of the independent research marks. As part of the research credits, the assessment load is up to 1/3 of the total assessment for the independent research (15,000 words).

GLOBAL PERSPECTIVES ON RESPONSIBLE BUSINESS (10 credits)

This module engages students with ethical principles and approaches underpinning what it means to be a responsible business in theory and practice from a variety of contexts across the Globe; including the promotion of sustainable development. The module will help students: 1) assess their own values and position as responsible managers with regards to principles and approaches, and 2) assess how their values and positions can be integrated into activities depending on contexts (economic, social, cultural, geographical, legal, policy and regulatory) and 3) develop competencies in managing organisations responsibly.

Specifically, the module starts with irresponsible business practices, identifying organisational structures and incentives and external factors that can lead to these. The module moves on to responsible business alternatives taking into account the social, environmental, and economic spheres in local, regional and national contexts. It critically explores the potential of organisations as catalysts for change, how to manage inclusively and responsibly and make significant social and environmental contributions (with sustainability in mind) within organisations in context. Finally, it discusses the opportunities and the challenges and the intended and potential unintended consequences of responsible business for a variety of stakeholders.

The module follows a reflexive experiential learning approach. It uses cases from around the globe that challenges students to scope and identify ways to tackle “wicked problems”, design and implement responsible solutions true to their values, and emergent contextual approaches that fit with their organizations.

Assessment: Coursework 100%

1,600 words equivalent group scoping presentation of a responsible business issue

1,500 words individual business proposal/white paper including a short reflexive piece

UNDERSTANDING THE ECONOMY (10 credits)

This module aims to provide students with a critical awareness, understanding of, and ability to interpret relevant and fundamental issues in the economy. Throughout this module students will explore key theories, concepts, and frameworks, applying them through contemporary case studies and group work to develop a critical understanding of current issues in the global economy.

Starting from the definition of cornerstone concepts in economics, the module will look in more depth at major economic issues shaping businesses’ local and global environment and landscape trends.

In terms of micro-economics, the module will analyse how markets operate and evolve in view of the current green transitions, and what challenges in terms of production, costs, revenue, profit, and social value responsible businesses face within global value chains to address environmental and social impacts.

On the macro-economy, the focus will be on current issues in global trade and globalisation; economic development; and transversally, on the systemic green transition to address the climate crisis. It will also consider green and inclusive growth, unemployment & inflation and the role of governments in managing the economy with monetary, fiscal and industrial policies.

Assessment: Coursework 100%

1 small-group project report (400 words per individual, groups of 3-4)

1 individual report (1500 words)

ACCOUNTING, ACCOUNTABILITY AND DECISION-MAKING (10 credits)

This module aims to provide students with a fundamental understanding of how organisational performance and 'success' can be measured. To facilitate this, the module examines various visions of organisational accountability and sustainability and equips students to be able to interpret and analyse accounting information. In doing so, the module offers students a foundation on the role, techniques, limits and context surrounding financial and non-financial decision-making, leadership and analysis. The module takes a practical perspective; it is theoretically robust but rooted in application.

Assessment: Coursework 100%

Coursework Assignment - Individual Report 2000 words

The report/assignment is on a case company (each student chooses a different listed company) and analyses their performance and appraises their accountability perspective, and interaction with sustainability using their latest reports/disclosures. The assignment is normally written in a 'analyst' report-style with a recommendation.

MANAGERIAL FINANCE (10 credits)

This module provides an understanding of decision making of corporate policies and how organisations are financed and valued. In doing so, it offers students a foundation on the role, techniques, limits and context surrounding financial decision-making and analysis.

This module aims to provide students with an understanding of, and ability to apply the tools and methodologies of contemporary finance theories. This module also aims to provide students with the ability to interpret and analyse the information contained in the financial statement and reports of a corporation.

The module provides students the opportunities to explore the financial decision-making processes of organisations. In so doing the module will look at the role of financial managers, the scope / remit and implications of their decision-making for both profitability and sustainability, and how it affects shareholders, stakeholders and society. Financial decisions are complex, and so the module will explore methods for evaluating and presenting choices in an accessible manner.

The module takes a practical perspective; it is theoretically robust but rooted in application.

Assessment: Coursework 100%

Coursework - Group Assignment 2500 words

Coursework - Individual Assignment 1,000 words

PEOPLE MANAGEMENT AND ORGANISATIONS (10 credits)

The module will help students to develop their people management knowledge, personal skills and values in light of contemporary organisational challenges and international or global contexts. Person-centric (micro and meso-level) management topics may include, for example: employee motivation and engagement; recruitment and selection; equality and diversity; interpersonal communication, teamworking and intercultural awareness. In fast a changing business world, the module also explores macro-level topics and issues associated with people management and organisations more broadly. These may include,

for example: the future of work; organisational governance and ethics; leadership, responsible business and human resource management (HRM).

Assessment: Coursework 100%

10-minutes group visual presentation e.g. using PowerPoint, videos, posters
(groups of 4-5 students)

Policy paper on a contemporary module issue (1,500 words)

MARKETING (10 credits)

This core module aims to provide students with fundamental knowledge relating to the function of contemporary marketing and its role in society. Major concepts, theories and frameworks of marketing will be introduced and analysed throughout this module.

Marketing is of great significance to private, public, and third sectors. As a result, there is a need to understand how marketing has to be adapted to meet the demands of these sectors. Moreover, given the importance of marketing in the contemporary world, it becomes necessary to comprehend its societal consequences.

This module will introduce the key foundational concepts relating to marketing. Students will evaluate contemporary challenges organisations face and critically analyse available solutions. The module will also explore the complex relationship between ethics, markets and the activities of responsible marketing practitioners. Students will develop an understanding of marketer's role and responsibilities and how they impact contemporary society.

On completion of this module students will have gained a deep understanding of how marketing contributes to developing organisations' long-term success, as well as its consequences for society.

Assessment: Coursework 100%

Group work: Digital Artefact – 8 minutes digital submission

Individual assignment – 1500 words

STRATEGY IN A COMPLEX AND UNCERTAIN WORLD (10 credits)

The module introduces students to the concepts, principles and major approaches that contribute to an analytical understanding of the uncertain environment in which strategies are formulated. Through interactive learning approaches based on cases and problem-based learning, you will develop and enhance your practical skills to design and execute purpose-led organisational strategies that meets social, environmental, and financial goals.

This module specifically addresses how organisational purpose can enhance the strategic focus of business, by acknowledging the influence of values and stakeholder expectations on decision making. This approach to strategy formulation encourages systems thinking that seeks ambitious, creative and sustainable solutions beyond the strict boundaries of the organisation as a new path to competitive advantage. The module explicitly incorporates an understanding of the social, environmental and financial impacts of the organisation on stakeholders into corporate and business-level strategy formulation. The module develops

critical strategic thinking skills that take a long-term perspective. It encourages students to develop innovative strategies that maintain a congruence between the firm and in the context of the organisation's particular competitive environment and the ever-changing, uncertain general environment of business.

Assessment: Coursework 100%

1500-word individual assignment. Critically assess an organisation's purpose and strategy and propose a feasible strategic direction, using strategic tools introduced in class.

Group assignment. Work in groups to prepare a presentation for the top management of a company of your choice on what strategic changes the organisation should make to contribute to a UN SDG selected by the tutor. A range of appropriate SDG's should be selected for the class.

SUSTAINABLE OPERATIONS (10 credits)

In recent years, companies are interested in managing corporate social responsibility and sustainability as part of their operations management. Whether you are a major manufacturer, a policy maker, a public sector organisation or a small business owner, understanding the principles of operations management is critical to success. These companies also realise their operations management practices must respond to demands to address sustainability. This response is triggered by climate change and environmental concerns, the well-being of employees and communities.

This module introduces a range of issues in sustainable operations management for both manufacturing and service industries. In this module, you will learn about the role of operations and how they are connected to other business functions in manufacturing- and service-focused organisations. You will learn and practice the use of decision-making frameworks and techniques applicable at strategic, tactical and operational levels. Different aspects of OM are considered from a sustainability perspective. These aspects encompass product design and eco-design, adoption of environmental and social standards, process improvement and lean operations, purchasing, supply chain management (SCM), logistics including recycling and closed-loop systems, performance measurement and risk management.

Assessment: Coursework 100%

2000-word report (individual assignment)

The report will require students to apply the concepts from the module to generate a business improvement. Examples of how that can be achieved include, but are not limited to, case studies or business analysis from their own context of work.

ELECTIVES (CHOOSE FOUR)

DIGITAL MARKETING (10 credits)

Digital marketing has revolutionised the manner in which all businesses, domestic or global, operate and market their business activities. Digital marketing is now a dynamic element of an organisation's marketing strategy and is the focus of customer- centric communications in an increasingly multi-channel environment.

This module develops students' understanding and ability to evaluate the digital landscape. The module will enable students to identify, integrate and monitor effective digital strategies across multiple channels. Students will learn how to plan and implement digital marketing activities.

Through the use of a range of contemporary digital tools, students will develop deep knowledge and further develop their practical skills in evaluating various digital strategies available.

Assessment: Coursework 100%

Individual report – 1500 words

Digital artefact e.g. an Instagram post– individual

CORPORATE COMMUNICATION AND REPUTATION MANAGEMENT (10 credits)

This module explores a range of contemporary communication issues faced by organisations today and develops knowledge and skills to manage reputation. Communication theory is explored in the context of corporate identity, authenticity and purpose as a foundation for comprehending key managerial challenges. Emphasis is placed on stakeholder salience, and the role of teams within contemporary public and private sector environments. Techniques for dealing with crisis communication and associated reputation management are explored with an emphasis upon actions and guidelines for dealing with the media. The influence on stakeholder's groups of personal impactful communication is also evaluated.

Assessment: Coursework 100%

1500-word individual assignment

Group role-play presentation, 10 minutes for group of 4-5

ENTREPRENEURSHIP AND INNOVATION (10 credits)

This module provides students with a critical awareness of major issues associated with entrepreneurship and innovation in the local and global context of technological change, new ways of doing business, and opportunities related to social and sustainable entrepreneurship. From the new venture creation and innovation processes to corporate entrepreneurship in larger organisations, the module will combine theory, research and practice, discussing contemporary case studies of entrepreneurship and innovation across different contexts and sectors.

The module will explore definitions, frameworks, and models of entrepreneurship, intra-firm

and interfirm aspects of new ventures and small/medium enterprises. This will include economic, social and sustainability aspects of new enterprises. Students will also consider the entrepreneurial mindset, creativity and opportunity recognition, and the venture creation process. Changes in entrepreneurship, innovation, production and markets will be discussed in relation to the UN Sustainable Goals and in relation to responsible business priorities.

Assessment: Coursework 100%

Assessment 1:

5-minute pitch followed by 5 minutes Q&A group presentation

Assessment 2:

1500-word individual assignment

INTERNATIONAL BUSINESS IN A COMPLEX ENVIRONMENT (10 credits)

The International Business module will develop students' understanding and knowledge of the changing landscape of the global business environment and apply such knowledge to inform the development of strategy for managing in dynamic global markets and contexts. The module will explore how global environmental changes affect the ways in which organisations respond strategically both within regions and countries, and across borders. It will also focus on the role of trade, FDI and MNEs in sustainable economic development.

The module will develop the link between the theories and international business practices. Specific areas covered in the module include international business environmental analysis, such as political, economic, financial and cultural environments, international trade and international business theories, internationalisation strategies and organizational structures, MNEs from emerging markets and international corporate social responsibility and sustainability development.

Assessment: Coursework 100%

Individual assignment (2,000 words essay)

CHANGE MANAGEMENT (10 credits)

The change management module will introduce students to the key perspectives and constraints to organisational change and its significance for organisations, including sustainability, ethical, inclusive, innovative and supportive culture that generates continuous business improvement. This will be done through the discussion, evaluation and application of multiple models, frameworks, and literature in the field of change management. Within the module, particular emphasis will be placed upon differentiating effective from ineffective change initiatives. The rationale is that understanding what does not work and why is just as important as understanding what does work in organisational change programmes. The role of resistance, change agents, stakeholders and organisation culture in change will be of particular emphasis. The emphasis of the change management module could be summarised through the key themes of personal and organisation awareness, identifying a range of change management approaches, and application through awareness of business constraints.

Assessment: Coursework 100%

10-minute group presentation (group of 4-5 students)
1500-word or equivalent individual change plan within an organisation

CRISIS AND RESILIENCE MANAGEMENT (10 credits)

The purpose of this module is to explore how organisations of all types respond to and prepare for an environment of risk and uncertainty. No organisation is immune to crises, and so we examine what successful crisis management looks like in terms of minimizing the impact of disruptive events, by examining the lifecycle of a crisis. This links to the resilience of the organisation to withstand crisis and post-crisis in terms of recovery, resilience, learning and change. Blending theory and practice, the module is configured to both minimise the likelihood of crises occurring or impacting on the organisation and to minimise the impact should crises occur.

The learning process is facilitated through critical examination of contemporary and historical case studies, examples, and discussion questions in the analysis of real-world crisis management challenges and examples of organisational resilience. While managing in a crisis and developing resilience are important, it is perhaps even more important to recognise that competitive advantage comes to those organisations who can embrace these challenges and leverage them to transform. Not only will this advantage help organisations better cope with the risk and uncertainty inherent in the corporate environment, it will also help them rise to the challenges of responding to environmental and social sustainability.

Assessment: Coursework 100%

2,000-word individual coursework which entails the examination of a real-life crisis analysis of the choosing of the individual student with suggestions for developing resilience as a result of analysis (70%)

For the assessment of this module, an exemption from the tariff (guideline) is required. The reason for extended word count in the individual coursework in the assessment is due to the need for background. The first 500 words are required for the student to develop the narrative of the context of the crisis before the analysis can be carried out. The ability to choose a crisis students may be familiar with allows for their cognitive load to focus on the response to the crisis, rather than to understand the context/ what is the crisis at hand if the work was based on a case shared by module leader. It also allows students to develop their learning in a practical way, which is relevant/ applicable to their workplace.

10-minutes group presentation resilience plan, with a set of slides to be submitted

FINTECH, DIGITAL FINANCE AND BLOCKCHAIN (10 credits)

The module provides a comprehensive understanding of the digital financial landscape in terms of business models and sector practices. It begins by introducing money and payments as the foundations of the industry and then moves on to new digital financial products such as online banking, peer-to-peer lending markets and automated investment advisory services. These products are offered via digital platforms and marketplaces which are transforming the way the financial sector operates. Underlying these innovations are technologies such as artificial intelligence, Blockchain and cloud infrastructure which we will discuss using case studies. Finally, the module covers ethical challenges in terms of

privacy, sustainability and inclusion in the space. The module devotes particular emphasis to highlight best responsible business practices by illustrating how digital finance may benefit consumers and firms by enabling greater access to financial services, offering wider choice of financial products, and increasing the efficiency of operations but also the risks it poses (e.g., a lack of regulation and consumer dangers in cryptocurrency markets). By the end of the module, students will be equipped with the tools to understand digital finance and responsibly engage with it.

Assessment: Coursework 100%

100% Individual assignment (2,000-word comparative analysis of two digital financial services firms)

Analytics and AI for Managers (10 credits)

This module develops leadership-level capability to engage critically with business analytics and artificial intelligence (AI) as enablers of executive decision-making and organisational value creation. The module is explicitly designed for Level 7, emphasising and critical evaluation, synthesis of evidence, and the exercise of professional judgment in conditions of complexity and uncertainty.

The module does not aim to develop technical or programming competence. Instead, it focuses on how senior leaders interpret analytical outputs, assess the strategic relevance and limitations of AI-enabled initiatives, and challenge data-driven recommendations within appropriate ethical and governance frameworks. This reflects the reality of managerial practice, where responsibility lies in informed oversight rather than technical execution.

Teaching and learning are grounded in contemporary research, applied frameworks, and case-based analysis, enabling students to integrate with practice across diverse organisational contexts. Attention is given to ethical leadership, accountability, and responsible innovation. The module is accessible to students from a wide range of professional backgrounds while maintaining intellectual rigour consistent with MBA standards and expectations for advanced managerial learning.

By the end of the module, students should be able to:

- Analyse and differentiate descriptive, diagnostics, predictive, and prescriptive analytics, and evaluate their implications for managerial decision-making
- Critically evaluate dashboard, visualisations, and AI-generated insights to identify bias, uncertainty, assumptions, and methodological limitations
- Evaluate the strategic value, risks, and organisational implications of analytics and AI applications in complex business environments to support managerial decision-making
- Assess organisational readiness for analytics and AI adoption across data, people, processes, and governance, and formulate ethically informed recommendations for implementation

Assessment: Coursework 100%

Assessment 1: Individual Board Paper: 1500 word equivalent board level report
Assessment 2: Executive Decision-Making Role-Play Simulation: Role-play simulation including panel questioning: approximately 20 minutes

EXPERIENTIAL MODULE

THE FUTURE FOR SOUTHEAST ASIA ECONOMIES: REGIONALISATION AND DEGLOBALISATION (10 credits)

This is an experiential module, designed to enhance and reinforce the exposure of students to the international business environment and to facilitate first-hand comparisons of contrasting business systems and strategies. The module will involve a one-week intensive study visit to a country whose economy is markedly different from the UK. The module will combine formal learning in the SIM Campus and experiential learning through working on a consultancy project for a local organisation.

This module aims to provide students with a critical awareness of major issues associated with the de-globalisation/regionalisation witnessed since 2016 in the Southeast Asian Region. Throughout this module students will explore key economic, business and geopolitical concepts with implications and applications to the future of the region's production system. Students will study practical case re-composition of supply chain and production system for which dynamics originated in geo-political competition.

Assessment: Coursework 100%

Individual Assignment: Coursework (media-based assessment, 5 minutes video or podcast). The assessment will aim to improve the ability of the students to articulate clearly the motivations related to an in-context offshoring/reshoring decision.

Group Assignment: Group Assessment - Coursework

PROJECT (CHOOSE ONE)

MBA COMPANY PROJECT (40 credits)

This module will enable students to undertake an in-depth company project on a topical business issue. Students will have the opportunity to work with an academic supervisor who will act as a mentor, guide the student, and offer feedback on the assessment submissions.

Students will produce two assessments, firstly an executive summary that will offer a summary overview of the project and key findings and a second much longer piece of work which will deliver a consultancy-style report including, for example, literature, findings based on organizational data analysis, and recommendations. Such projects will enable students to develop managerial experience, knowledge across organisations, understand the complexities of organisational projects, project management skills, leadership and research skills

This 40 credits module together with the 20 credits Purposeful Leader module make up 60 credits of independent learning based on student research within the MBA programme.

Assessment: Coursework 100%

10,000 word – Individual project an executive summary and including a reflexive piece of work (100%)

ENTREPRENEURIAL PROJECT (40 credits)

The Entrepreneurial Project module will enable students to undertake an in-depth entrepreneurial project focused on the student's entrepreneurial pathway and aspiration. Students will undertake a project focused on their own organisation, an intrapreneurship project (a novel development in a larger organisation) or an entrepreneurial project collaboratively developed with an organisation or mentor supported by UOB and BBS.

An Entrepreneurial Project provides students with the experience of developing a proposition while reflecting on the responsible business, entrepreneurship and innovation literature, confronting the tensions of theory meeting real world practice.

This 40-credit module together with the Purposeful Leader 20-credits make up the required 60-credits of independent learning based on student research required within the MBA programme.

Assessment: Coursework 100%

9,000 word or equivalent Project portfolio including an executive summary, a Business Plan and a reflexive piece of work

5-minute video presentation.

Research Project: Dissertation (40 Credits)

The aim of this module is to develop students' knowledge, skills, capability and competency

in the development and execution of an individual research project. Students will have the opportunity to design, develop and implement a research methodology appropriate to the research being undertaken, and which draws upon and aims to contribute to a body of knowledge in business management. Students will be expected to draw upon research knowledge and skills developed during their overall programme of studies. Students can choose to develop their project and research with a focus on literature review and analysis combined with data analysis. Both primary data as well as secondary data are appropriate for the dissertation in this programme.

The Purposeful Leadership and the dissertation modules involve student research and, together, make up 60 credits of independent learning based on student research within the MBA programme.

Assessment: Coursework 100%

A 10,000-word dissertation, including a reflexive piece of work