MLA COLLEGE

In partnership with

UNIVERSITY OF PLYMOUTH

ACADEMIC PARTNERSHIPS

PROGRAMME QUALITY HANDBOOK 2026-27

Master in Business Administration (Top-up)

Contents

1. Welcome and Introduction 1
2. About this Handbook 2
3. Programme Specification 3
   - 3.1. About the MBA Top-up 3
   - 3.2. Programme Structure 5
   - 3.3. Programme Aims 5
   - 3.4. Programme Intended Learning Outcomes 5
   - 3.5. Admissions Criteria, including RPL, RPEL and Disability Service arrangements 7
   - 3.6. Progression routes/criteria for progression to Final and Intermediate Awards 7
   - 3.7. Non-Standard Regulations 7
   - 3.8. Transitional Arrangements for existing students looking to progress onto the programme 8
   - 3.9. Programme Specification Mapping (PGT) 9
4. Module Records 10

1. Welcome and Introduction

Welcome to MLA College. We are delighted that you have chosen to study with us. We will do all we can to ensure sure you get the maximum benefit from your time here – and that you will be well prepared for the next stage in your academic or professional career path.

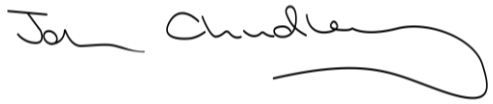
You will already know that MLA College is internationally recognised for its excellent reputation, and you will also benefit from the consistently high standards and expectations MLA College brings to all aspects of its teaching and learning.

You will find that all our staff are dedicated to ensuring you have the best experience possible. As well as being professional, intellectually challenging and up-to-date in their knowledge of the subject matter, we ensure that those teaching you do so in a research-informed, creative, responsive, and engaging way. Your tutors are supported by highly experienced professional colleagues who are here to give you advice and guidance on all aspects of your studies.

As a student at MLA College and the University of Plymouth your feedback is important to us, and we have in place a number of surveys conducted by MLA College during your period of registration. Please do take the time to complete these surveys which will inform our plans to ensure all students continue to receive the best possible experience during their time with us.

We want you to enjoy the best study experience possible and we are here to help create the best opportunities for what you want to do next.

Welcome again to the MLA College.



Professor John Chudley, Rector

MLA College

2. About this Handbook

This Programme Quality handbook contains important information including:
The approved programme specification
Module records

Note: **The information in this handbook should be read in conjunction with the current edition of:**

- our Student Guide which contains student support- based information on issues such as finance and studying at HE available here at:
- Your University of Plymouth Student Handbook available here at:

3. Programme Specification

3.1. About the MBA Top-up

This MBA is a unique and innovative part time, distance master's degree 'top-up' programme, which provides students with an exciting opportunity to undertake a specific 60 credit dissertation module, combining practical and academic research work. Students are actively encouraged to identify a suitable project that explores innovation and leadership in business, driven from their work experience whilst, at the same time, developing professional industry and academic research standards.

The MBA will be developed in conjunction with employers and industry partners, including the University of Plymouth, in order to offer a unique and future thinking programme that builds around an inter-disciplinary approach to global business management. With sustainability at its core, the development of the programme will be constructed around skilling and reskilling in a changing world, not only to commit to the UN goals of Agenda 2030 but also to help provision the goals of Agenda 45.

Industry partners are actively encouraged to work with students from experiential learning and work-place assignments to developing employability opportunities and graduate development.

It should also be noted that the University of Plymouth made commendation, and also felt to be an impressive feature of the programme that, as standard, MLA allocates both an academic and subject specialist supervisor with industry and commercial experience to each student.

Master of Business Administration (MLA College)

With named exit awards:

Master of Business Administration (Maritime Operations) (MLA College)

Master of Business Administration (Entrepreneurship and Innovation) (MLA College)

Master of Business Administration (Marketing) (MLA College)

Master of Business Administration (Capital Markets and Finance) (MLA College)

Master of Business Administration (Financial Technology) (MLA College)

Programme code: 6969

Date of Approval

17th July 2020

HECOS code: 100078 Business and Management

Awarding Institution: University of Plymouth

Teaching institution(s): MLA College

Accrediting body(ies): N/A

Distinctive Features of the Programme and the Student Experience

Wholly owned by GEDU Global Education, MLA College further extends its provision of postgraduate distance learning courses for globally located professionals with this Master in Business Administration (MBA) 'top-up' programme. Along with its range of individually titled, specifically focused awards, this 60-credit MBA (MLA College) programme is specifically designed to enable students who have, typically, a minimum of two years post-graduation and/or work experience, plus the equivalent of 120 credits (e.g. Postgraduate Diploma) of Level-7 study, to focus, through project work, on career development within their profession.

The MBA is an innovative, part-time, distance e-learning Master's degree 'top-up' programme. The programme begins with a 'taught' e-learning Chapter within the module covering Advanced Techniques in Research Methods. This includes evaluation of literature, data analysis, statistical and modelling techniques; along with planning, writing, and presenting a complex research project. The e-learning course materials for Advanced Techniques in Research Methods are delivered through MLA's Total Learning Package, which can be downloaded to a variety of platforms, including tablets, smart phones, and computers. Using cutting-edge technology, the Total Learning Package is fully functional whether the device is connected to the internet or not, which enables students to study successfully in any location across the globe. The Total Learning Package adds considerable value to lecture material with formative testing, transcripts and learning support materials.

This programme is a flexible, fully tutor supported, distance e-learning programme, which has broad appeal and is a gateway to professional advancement and registration. It is also unique in that the programme allocates each student two supervisors, one with commercial experience from industry and one with subject expertise from academia, ensuring an expansive and immersive Type 3 Master's Degree. Use of University of Plymouth teaching and learning resources and e-library and virtual resources, are available to all MLA College students.

Start dates for the MBAs will be available 3 times per year, in September, January and May. Submission is scheduled a year later but the flexible delivery mode allows students to study at their own pace, meaning that it may be possible to submit within a shorter timeframe.

Named pathways are available for students submitting dissertations in a range of subject areas. Pathway titles have been informed by consideration of the global recruitment market and reach of large multi-national business partners. This will also allow an extensive network of Associate Lecturers, from academia and industry, to contribute to the programme. Typically, all students will have the support of an Academic from MLA College and an external subject expert, bringing industrial relevant and current practice.

Students are fully supported throughout their study journey, and this is especially so for those joining the programme who have been out of an academic setting for a period of time – an Orientation to Study. These students are joining within a strand of executive education that the MBA team, including both academic and professional service staff at MLA College, develop with regard to a personal transformational approach. This can be considered as a long thin 'virtual' style module over the period of study; during the early stages to build a confident approach to academic research and writing, progressing throughout the period of study in a transformational way to engage work experience with theory and also with peer-to-peer practice and development. Part of this transformative process is to also ensure that the students learned knowledge, building from both theoretical and applied perspectives, then has an application back into their workplace or future career aspirations. As such the 'module' is a continuous form of learning and development over the period of study.

This Personal Transformation form of learning helps students progress from total immersion within a professional practice to a combined executive education and work model.

Relevant QAA Subject Benchmark Group(s)

Masters Degrees in Business and Management (2015)

3.2. Programme Structure

Start Dates	Duration	Thesis Submission
September	12 Months	Week 49
January	12 Months	Week 49
May	12 Months	Week 49

60 M Level Credits	MBA Dissertation Module	MLA718
The module provides students with the opportunity to undertake a work-based research project in which they demonstrate the acquisition of the knowledge, understanding, skills and abilities appropriate to the award of the MBA degree, namely the QAA subject benchmarks and SEEC level descriptors.		

As 60-credits only of project work, there is no requirement for students to travel to the UK for supervision as the programme will be undertaken entirely through distance learning.

3.3. Programme Aims

This programme aims to build on prior relevant graduate employment experience, normally a minimum of 2 years (QAA, 2015)[1], and prior level 7 learning:

- Through provision of a supervised framework for self-led individual research-based academic study of live or critically theoretical complex business or management issues or specific problem relevant to the pathway subject area
- Through the requirement for structured communication of students':
  systematic understanding and critical awareness of relevant knowledge;
  application of appropriate investigative techniques to acquire data and information;
  presentation and analysis of findings, in terms of relevance and validity;
  critical evaluation that synthesises extant knowledge and their own findings;
  ability to conclude robustly and reliably their work within the context and reach of the focus of their study.

3.4. Programme Intended Learning Outcomes

Knowledge and understanding

On successful completion graduates should have developed critical knowledge and understanding of:

1. Extant theory of and contextualised practice in business and management relevant to their area of study, which may be further focused on:
   a. maritime operations – MBA (Maritime Operations) (MLA College)
   b. entrepreneurship and innovation – MBA (Entrepreneurship and Innovation) (MLA College)
   c. marketing – MBA (Marketing) (MLA College)

[1] QAA 2015 Master's Degrees in Business and Management (specifically 'post experience' MBA) Subject Benchmark https://www.qaa.ac.uk/docs/qaa/subject-benchmark-statements/sbs-business-and-management-15.pdf?sfvrsn=1997f681_16

d. capital markets and finance – MBA (Capital Markets and Finance) (MLA College)
e. financial technology – MBA (Financial Technology) (MLA College)

2. Internal and external factors, including globally, that impact upon organisations and the management of them within the context of their area of study, which may be further focused on:
   a. maritime operations – MBA (Maritime Operations) (MLA College)
   b. entrepreneurship and innovation – MBA (Entrepreneurship and Innovation) (MLA College)
   c. marketing – MBA (Marketing) (MLA College)
   d. capital markets and finance – MBA (Capital Markets and Finance) (MLA College)
   e. financial technology – MBA (Financial Technology) (MLA College)
3. Methods, their limitations, data collection and analysis, for undertaking academic and or industrial research appropriate to their area of study, which may be further focused on:
   a. maritime operations – MBA (Maritime Operations) (MLA College)
   b. entrepreneurship and innovation – MBA (Entrepreneurship and Innovation) (MLA College)
   c. marketing – MBA (Marketing) (MLA College)
   d. capital markets and finance – MBA (Capital Markets and Finance) (MLA College)
   e. financial technology – MBA (Financial Technology) (MLA College)

Cognitive and intellectual skills

On successful completion graduates should have developed the critical and potentially transformative cognitive and intellectual skills to:

1. Strategically and elegantly focus a research project on a particular issue or problem that requires management, through appropriate engagement, review, and evaluation of relevant extant and emerging knowledge and understanding
2. Create an appropriate specific methodological approach to collate data and information on their chosen area of study
3. Robustly analyse and reliably evaluate their own findings, and synthesise with extant and emerging knowledge and understanding in that area

Key and transferable skills

On successful completion graduates should have developed the abilities that may lead to transformative impact on organisations and industries through:

1. Reflective personal/professional self-awareness and management in relation to breadths of factors related to business and management (for example, and not exclusively: time, conflict resolution, commercial acumen, ethics and empathy, efficiency, human relations, diversity and the needs of others, best practice and conduct, life-long-learning)
2. Evidencing effective communication
3. Illustration of leadership skills through the clear and coherent presentation of complex findings and solutions with authority and credibility; so that they have the potential to be followed in business

Employment related skills

On successful completion graduates should have developed specific skills, which may lead to transformative impact on organisations within specific industries, in relation to:

1. Areas of market focus, information systems, business intelligence, operations, global business, and digital tools, as relevant to their area of study, which may be further focused on:

a. maritime operations – MBA (Maritime Operations) (MLA College)
b. entrepreneurship and innovation – MBA (Entrepreneurship and Innovation) (MLA College)
c. marketing – MBA (Marketing) (MLA College)
d. capital markets and finance – MBA (Capital Markets and Finance) (MLA College)
e. financial technology – MBA (Financial Technology) (MLA College)

2. The challenging of pre-conceptions and the limitations of subject and functional boundaries, so as to handle complex situations holistically and enable innovations in business

Practical skills

On successful completion graduates should have developed the practical skills to:

1. Source and evaluate information from literature sources of all types
2. Design and conduct research-based enquiry of business and management relevant to their area of study, which may be further focused on:
   a. maritime operations – MBA (Maritime Operations) (MLA College)
   b. entrepreneurship and innovation – MBA (Entrepreneurship and Innovation) (MLA College)
   c. marketing – MBA (Marketing) (MLA College)
   d. capital markets and finance – MBA (Capital Markets and Finance) (MLA College)
   e. financial technology – MBA (Financial Technology) (MLA College)

3.5. Admissions Criteria, including RPL, RPEL and Disability Service arrangements

All applicants must have GCSE (or equivalent) Maths and English at Grade C or above.

All students will be required to have the equivalent of 120 credits at level 7 as well as a minimum of 2 years of graduate employment or postgraduate experience (as per the QAA subject benchmark). Firstly, for students who have completed 120 credits at level 7, and secondly highly experienced professionals who are in a position to APL 120 general credits at level 7 and thus enter straight into the MBA top-up. The admissions process will consider these on an individual basis to ensure any bridging of skills and expectations are managed to ensure students are well position for success.

3.6. Progression routes/criteria for progression to Final and Intermediate Awards

N/A

3.7. Non-Standard Regulations

3.7.1 For modules delivered via distance learning - 28 (calendar) day Extenuating Circumstances Extension for Late Submission: in exception to the UoP's Extenuating Circumstances Policy and Procedures, both self-certified and evidenced applications for Extenuating Circumstances (EC), considered valid by MLA College, will be offered 28 calendar days as an extension to the assessment deadline. Additionally, poor internet connection, where appropriately described as an employment driven issue causing the missing of an assessment deadline (e.g. whilst 'at sea'), may be considered as a valid extenuating circumstance.

3.7.1. **Where students are completing a programme of study that has a progression route to undertake another programme within that level of study (e.g. BSc to BSc (Hons), PGCert to PGDip to MSc), and based on their provisional marks have achieved the final module, the IAAB can make the decision that the student may be admitted to the following programme without requirement to wait for the full University Award Assessment Board.**

Commented [AT1]: Numbering will need amending

The IAAB will consider ratifying the decision following the marks being confirmed by the Subject Assessment Panel, receipt of the IAAB minutes and subject to the University regulations (or approved non-standard regulations) and policies having been appropriately followed.

3.7.2. **In the event of failure or non-submission, with or without a valid extenuating circumstances claim, the IAAB will consider the student in line with the University regulations and approved non-standard regulations. The IAAB may refer the student, and if relevant, through assisting with appropriate information, advice, and guidance (IAG), accept a student decision to repeat instead of refer, without requirement to wait for the full University Award Assessment Board:**

The IAAB will consider ratifying the decision following the marks being confirmed by the Subject Assessment Panel, receipt of the IAAB minutes and subject to the University regulations (or approved non-standard regulations) and policies having been appropriately followed. Referral period windows of opportunity will follow that of normal University regulations or policies for postgraduate dissertations and for other assessments a period of ten weeks; however, these time periods for undertaking the referral may fall within each of the following three terms following the failure or non-submission. If the student fails to respond to the invitation to refer across those three terms then the student's study will be interrupted, and they may then return to repeat at a later date without loss of an attempt. These aspects reflect the diverse professional natures of the students as well as potential communication barriers and distractions from work that may affect their studies. Opportunities to pick up a referral or a repeat attempt are available to students each term, and students who take up this opportunity but who do not submit their referral work risk losing the chance to submit as the same attempt unless they have valid extenuating circumstances.

3.8 Transitional Arrangements for existing students looking to progress onto the programme

N/A

3.9 Programme Specification Mapping (PGT)

The MBA programme being delivered is a single 60 credit module offered as a "top-up" for those individuals with the relevant entry requirements, and all Programme Intended Learning Outcomes are assessed in general terms through that single module. However, the individual focus of students' projects enables the specific meeting of sub-PILOs, and thus alignment with specific exit award titles:

Module & Specific Award Title	**Credits**	**C** ore / **E** lective	**Award Learning Outcomes contributed to (for more information see Section 8)**														Compensation Y/N	**Assessment element(s) and weightings** [use KIS definition] E1 - exam E2 - clinical exam T1 - test C1 - coursework A1 - generic assessment P1 - practical
			8.1 Knowledge & understanding			8.2 Cognitive & intellectual skills			8.3 Key & transferable skills			8.4 Employment related skills		8.5 Practical skills				
			1	2	3	1	2	3	1	2	3	1	2	1	2			
MLA718	60	C	X	X	X	X	X	X	X	X	X	X	X	X	X	N	C1 = 90% P1 = 10%	
MBA Learning PILOs			X	X	X	X	X	X	X	X	X	X	X	X	X	N		
Maritime Operations PILOs			a	a	a	X	X	X	X	X	X	a	X	X	a	N		
Entrepreneurship & Innovation PILOs			b	b	b	X	X	X	X	X	X	b	X	X	b	N		
Marketing PILOs			c	c	c	X	X	X	X	X	X	c	X	X	c	N		
Capital Markets and Finance PILOs			d	d	d	X	X	X	X	X	X	d	X	X	d	N		
Financial Technology PILOs			e	e	e	X	X	X	X	X	X	e	X	X	e	N		
Confirmed Award LOs			X	X	X	X	X	X	X	X	X	X	X	X	X			

4. Module Records

SECTION A: DEFINITIVE MODULE RECORD. ***Proposed changes must be submitted via Faculty/AP Quality Procedures for approval and issue of new module code.***

MODULE CODE: MLA718	**MODULE TITLE: MBA Dissertation**	
CREDITS: 60	**FHEQ LEVEL: 7**	**HECOS CODE: 100078**
PRE-REQUISITES:	**CO-REQUISITES:**	**COMPENSATABLE: N**

SHORT MODULE DESCRIPTOR:
The module provides students with the opportunity to undertake a work-based research project in which you demonstrate the acquisition of the knowledge, understanding, skills and abilities appropriate to the award of the MBA degree. It progresses a robust understanding of business and management theories and industry practices whilst accounting for future management linked to sustainable development.

ELEMENTS OF ASSESSMENT			
C1 (Coursework)	90%	**P1** (Practical**)**	10%

SUBJECT ASSESSMENT PANEL to which module should be linked: MLA College

Professional body minimum pass mark requirement: N/A

MODULE AIMS:
This dissertation aims to build on prior relevant graduate employment experience, normally a minimum of 2 years (QAA, 2015), and prior level 7 learning:

- Through provision of a supervised framework for self-led individual research-based academic study of live or critically theoretical complex business or management issues or specific problem relevant to the pathway subject area
- Through the requirement for structured communication of students':
  systematic understanding and critical awareness of relevant knowledge;
  application of appropriate investigative techniques to acquire data and information;
  presentation and analysis of findings, in terms of relevance and validity;
  critical evaluation that synthesises extant knowledge and their own findings;
  ability to conclude robustly and reliably their work within the context and reach of the focus of their study.

ASSESSED LEARNING OUTCOMES: additional guidance below; please refer to the Programme Specification for relevant award/ programme Learning Outcomes.

At the end of the module the learner will be expected to be able to:

Assessed Module Learning Outcomes	**Award/ Programme Learning Outcomes contributed to**
At the end of the module the learner will be expected to be able to:	
1. Act autonomously to plan and manage advanced research and scholarship in the discipline	8.5.1, 8.5.2

2. Use a combination of general and specialist business knowledge to creatively and innovatively develop existing or emerging theories and practices	8.4.1, 8.4.2
3. Apply appropriate theoretical and practical methods to the design and development of business solutions	8.1.1, 8.1.2, 8.1.3
4. Evaluate critically current research and advanced scholarship in relevant areas and topics	8.2.1, 8.2.2, 8.2.3
5. Communicate research findings effectively, in a manner suitable for a wide audience	8.3.1, 8.3.2, 8.3.3
	Shown above are the predominant PLO's contributed to by the AMLO. However, it should be noted that due to the one 60 credit module approach, there is some overlap of the AMLO's contributing broadly to a number of PLO's.

DATE OF APPROVAL: July 2020	**FACULTY/OFFICE:** Academic Partnerships
DATE OF IMPLEMENTATION: 2020/21	**SCHOOL/PARTNER:** MLA College
DATE(S) OF APPROVED CHANGE:	**SEMESTER:** AY
MODE OF DELIVERY: distance learning	
Notes:	

SECTION B: DETAILS OF TEACHING, LEARNING AND ASSESSMENT

ACADEMIC YEAR: 2026-27 **NATIONAL COST CENTRE: 133**
MODULE LEADER: Dr Yiu Chan **OTHER MODULE STAFF: TBC**

SUMMARY OF MODULE CONTENT

Module Structure
The module begins with 'taught' e-learning Chapters covering Advanced Techniques in Research Methods (including Business and Scientific Writing Skills), Project Management and Leadership and Statistics. This includes evaluation of literature, data analysis, statistical and modelling techniques; along with planning, writing, and presenting a complex research project. The e-learning course materials for these lectures are delivered through MLA's Total Learning Package (TLP). Formative Assessments are required during the first 16 Weeks and are detailed in the marking proforma document; these will be discussed further by your supervisor. Between Weeks 6 – 12 you will be required to submit the Forum Task and Peer Review, and your Dissertation should be submitted by Week 49, with the Presentation taking place between Weeks 49 and 51 (subject to timetabling).

Summary of Module Lectures

- Research Methods
- Models of Teaching and Learning
- Science, Science Writing and the Scientific Method
- Business and the Business Method
- Evaluating Sources of Literature
- Referencing
- Data Presentation
- Project Leadership
- Project Management
- Sustainable Management and UN SDG's
- Statistics

SUMMARY OF TEACHING AND LEARNING ***[Use HESA KIS definitions]***		
Scheduled Activities	**Hours**	**Comments/Additional Information**
Lectures (online) to support scientific research project	10	Indicative figures for distance learning. All lectures are available on TLP and follow the outline as shown in the Summary above.
Tutorials	10	Building on consolidated learning both from an individual and group perspective. This will be done through digital video platforms as well as the Discussion Forum on TLP.
Seminars	5	Building on consolidated learning both from an individual and group perspective. This will be done through digital video platforms as well as the Discussion Forum on TLP.
Guided independent study	575	Formative tasks are required during the first 16 weeks and are detailed in the marking proforma in Module Handbook.
Total	**600**	**(NB: 1 credit = 10 hours of learning; 10 credits = 100 hours, etc.)**

KEY ASSESSMENT INFORMATION

The assessment for this module is structured around the dissertation and how effective you are in demonstrating a coherent and rational argument that builds on the critical and empirical knowledge in relation to your chosen topic and subject area. This topic should be related to your area of work and expertise in which you demonstrate the acquisition of the knowledge, understanding, skills and abilities appropriate to the award of the MBA degree. It should also link to the chosen pathway, as discussed in MBA Pathways. This is critically important to the success of the dissertation and students are advised to discuss this with the supervisory team

at an early stage. The Key Information below shows how your work is assessed, the due dates and the intended learning outcomes (ILO).

FORMATIVE ASSESSMENT

Form of assessment: Formative	% of credit	Duration/length	PILOs	Due Da
Pre-Dissertation Proposal[1]	0	Abstract, Literature Review, Methodology and Health and Safety[2]	8.1, 8.2, 8.3, 8.5	Week 1

SUMMATIVE ASSESSMENT

Element Category	Component Name	Component Weighting
Coursework	Forum Task and Peer Review Submitted Dissertation - Thesis	10% 90%
Practical	Presentation	100%

Form of assessment: Summative	% of credit	Duration/length	PILOs	Due Date
Forum Task and Peer Review	10	c 250-300 words. Abstract and Title[2]	8.1, 8.2, 8.3, 8.5	Weeks 6 -12
MBA Dissertation	80	c 12000 words Thesis[2]	8.1, 8.2, 8.3, 8.4, 8.5	End of Week 49
Presentation	10	30 - 40 Minutes Plus 20 Minutes Q&A[2,3]	8.1, 8.2, 8.3, 8.4, 8.5	Weeks 49 - 51

[1] *formative tasks that are required during the first 16 weeks are detailed in the marking* proforma in the MBA Programme Handbook *and will be discussed further by your supervisor.*

[2] *see the text description in* the MBA Programme Handbook*, of each component for further detail.*

[3] *scheduling of the presentation will require coordination between the student and supervisory team. It may be necessary to deliver the presentation outside of this window. The presentation will be delivered in most cases via Skype or other means of video conferencing. Detailed instructions and guidance will follow closer to the presentation deadline.*

REFERRAL ASSESSMENT

In case of not passing the Dissertation, students may be offered the chance of referral and the format is:

Element Category	Component Name	Component Weighting
Coursework	Revised Dissertation - Thesis	100%
Practical	Revised Presentation	100%

To be completed when presented for Minor Change approval and/or annually updated	
Updated by: Ann Timms Date: 13 August 2026	**Approved by**: Claire Deacon Date: 7 September 2026

RECOMMENDED READING LIST

Students are not required to read every item on the list, instead you should be selective and read those articles and books which will help you develop a full and deep knowledge of the topic. You should also access alternative titles so that you can build a wide and deep knowledge.

Maritime

Asariotis, R. and Benamara, H. (2012) *Maritime Transport and the Climate Change Challenge*. London: Routledge.

George, R. (2013). *Ninety Percent of Everything. Inside Shipping, the Invisible Industry That Puts Clothes on Your Back, Gas in Your Car, and Food on Your Plat*e. New York. Picador.

Institute of Chartered Shipbrokers (2013) *Shipping Finance*. London: ICS.

Paine, L. (2014) *The Sea and Civilization: A Maritime History of the World.* London: Atlantic Books.

Rodrigue, J-P. (2013) *The Geography of Transport Systems.* New York: Routledge.

Roe, M.S. (2012) *Maritime Policy and Governance.* London: Springer.

Selkou, E. and Roe, M.S. (2004). *Globalisation, Policy and Shipping*. Cheltenham: Edward Elgar.

Song, D-W and Panayides, P. (2015) *Maritime logistics: a guide to contemporary shipping and port management*. London: Kogan Page.

Xu, J. (ed) (2014) *Contemporary Marine and Maritime Policy*. New York: Nova Science.

Leadership

Antonakis, J. and Day, D. (2018). *The nature of leadership*. 3rd ed. Los Angeles: SAGE.

Cottrell, S. (2015) *Skills for success, personal development and employability*. Palgrave Macmillan

Cottrell, S. (2017) *Critical Thinking Skills; developing effective analysis, argument and reflection*. Palgrave Macmillan.

Cross, R., Cowen, A., Vertucci, L., & Thomas, R. J. (2009). Leading in a Connected World: How Effective Leaders Drive Results Through Networks. *Organizational dynamics*, 38(2), 93-105.

Strategy

The businessplanshop.com. 2019. Business Model v Business Plan [Online]. The Business Plan Shop. Available: https://www.thebusinessplanshop.com/blog/en/entry/business_model_vs_business_plan#advertising [Accessed August 2019].

Casciaro, T., Gino, F. & Kouchaki, M. (2016). Learn to Love Networking. *Harvard Business Review.* https://hbr.org/2016/05/learn-to-love-networking

Evans, V. (2016) *The FT Essential Guide to Writing a Business Plan: How to win backing to start up or grow your business.* (2nd Edition.). FT Publishing.

Clark, T., Osterwalder, A., and Pigneur, Y. (2012) *Business Model You*. New Jersey: Wiley & Sons.

Kotter, J. P. (2012). Accelerate. *Harvard Business Review*, Online. Available at: https://hbr.org/2012/11/accelerate. [Accessed July 2020].

Luthans, F. & Doh, J. (2012). *International Management: Culture, Strategy and Behavior*, (8th ed.), Boston: McGraw-Hill

Mead, R. and Andrews, T.G. (2009) *International Management* (4th ed.), Chichester: Wiley

Osterwalder, A., and Pigneur, Y. (2010) *Business Model Generation*. New Jersey: Wiley & Sons.

Scholtz, P. 2019. The Future of the Business Plan [Online]. entrepreneur.com. Available: https://www.entrepreneur.com/article/326907 [Accessed August 2019].

Innovation, Creativity and Entrepreneurship

Cialdini, R. B. (2007) *Influence: The Psychology of Persuasion*. (Revised Edition.). Harper Business.

Cialdini, R. B. (2019). Principles of Persuasion [Online]. Tempe, AZ: Influence At Work. Available: https://www.influenceatwork.com/principles-of-persuasion/ [Accessed August 2019].

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