



**MLA  
COLLEGE**

# MBA Project Handbook

## 2022/23

For students on the following programmes:

MLA718 - MBA Dissertation

### **Acknowledgement**

This handbook has been prepared with some material modified from previous Plymouth University and MLA College handbooks.

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# 1 Introduction

Welcome to your MBA project module!

This handbook is your guide to successfully completing the module. **It is very important that you read this handbook in full before beginning your studies.** The following pages contain critical information on what is expected from you, the student, over the course of the next 12 months. Vital detail on the various assessment components, how you submit your work and in what format, important academic writing principles and how to remain in contact with your supervisory team can all be found within this handbook.

This MBA is an innovative, part time distance e-learning Masters degree ‘top-up’ programme. The programme begins with ‘taught’ e-learning Chapters within the module covering Advanced Techniques in Research Methods, 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), which can be downloaded to a variety of platforms, including tablets, smart phones and computers. Using cutting-edge technology, the TLP 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 TLP adds considerable value to lecture material with formative testing, transcripts and learning support materials.

The MBA work based research project provides an exciting opportunity for students to undertake a specific 60 credit dissertation module combining practical and academic research work 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. Students are actively encouraged to, identify a suitable project topic and explore ideas with the MBA supervisory team and then plan the work programme as early as possible.

This programme is a flexible, fully tutor supported, distance e-learning programme and normally submission is scheduled within a 12-month period from starting. However, the flexible delivery allows students to study at their own pace, meaning that it may be possible to submit within a short or longer timeframe.

An important point to note from the outset is that whatever your entry route onto the programme, upon successful completion you will be awarded a Masters degree that comprises of 120 general credits and 60 credits for this module. **This means that the mark that you are awarded for this module will determine the final mark given for your Masters degree and any applicable classification (e.g. Pass, Merit or Distinction).**

## **2 College Forum**

We have a College Forum, open for discussion and interaction. Not interacting with colleagues on the forum is potentially a missed opportunity to increase the sense of community amongst the group by sharing your experiences. This Forum is also an excellent platform to **use the comments and advice gained from your peers to help improve your dissertation proposal.**

Ideally, you should submit regular new posts on the forum <https://www.mla.ac.uk/forum> **at least once a week, you must also comment and invite discussion regularly.**

In many ways the College Forum acts a little like an informal Team or Board Meeting, that can be referred back to as minutes. It is far less formal than such meetings, but it is a good, fun and worthwhile tool to be using. Also, as part of the new methods of working, forums and electronic meeting notes are an effective tool for teams to work together in order to combat the many global challenges. Future employers want and need staff who actively use these tools!

### 3 MBA Pathways

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 the BAU Global partners, including 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 have the support of an Academic from MLA College and an external subject expert, combining industrial relevance and current practice with academic rigour.

The programme offers one core MBA award with the option of subject specialism pathways, resulting in the following pathway titles being available:

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).

### 4 Programme Aims

This programme aims to build on prior relevant graduate and/or executive employment experience, normally a minimum of 2 years (QAA, 2015)<sup>1</sup>, 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;

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<sup>1</sup> 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](https://www.qaa.ac.uk/docs/qaa/subject-benchmark-statements/sbs-business-and-management-15.pdf?sfvrsn=1997f681_16)

- 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.

## **5 Dissertation Subject – Work Based Research**

The MBA is designed to build from your work experience whilst at the same time developing professional industry and academic research standards. Students are actively encouraged to research within their own subject area, fundamentally the topic should be related to their area of work and expertise; it should also link to the chosen pathway. 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.

As a framework, the dissertation can be viewed as a rigorous consultancy project that engages relevance to the industry and academic research whilst also adding weight to the wider subject area. When students are planning, it is often a good idea to imagine your research and work forms a part of a wall of knowledge. Will your work:

- a) add a new brick to the wall, that will offer something new to the final structure?

Or,

- b) are you going to build a new wall that challenges the relevance and conventions of the existing one?

In other words, will your research co-exist with current business thinking or are you looking from the lens of an innovator or disruptor? Will it challenge and change current business thinking? It is also important to understand what you are NOT looking to do, which is not to copy or rewrite (put in the same brick) what is already there. You can of course build on others work but there must be originality in what you submit.

You must be clear and specific to your work and above all be very focussed to the topic. Therefore, it is important to ensure you understand what it is your own question is posing and therefore the structure is critical to provide the relevant answer.

Not only this, but the literature that is reviewed is also very important and so, **please also look at the recommended reading list which is detailed within the module record at the end of this document.** You 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.

Finally, students must make sure that the research and data you require to address your chosen topic are available. If you intend to generate your own data (e.g. from work) make sure you have access to the necessary facilities and/or technical support and ensure that sufficient data can be obtained within the time available.

Please ensure the dissertation:

- Is appropriate to your work and a master's level programme
- Offers a coherent and structured argument
- Builds from your own work and not someone else's
- Is adding to the [new] wall!

## **6 Literature and Referencing**

### **6.1 Reading Advice**

The best dissertations are often the ones where the author has read widely but effectively. Read, read and read again. Try and keep your reading specific to your subject area but also remembering that the MBA has a wide but robust framework for business management and strategy. Your reading should relate to the question you're answering and as mentioned, the recommended reading list provided in this handbook

(again, this is not a definitive or exhaustive list but one that students should find helpful). It is also important to note that you will often find the bibliographies and reference lists of your reading material lead you to other titles that will be relevant.

## **6.2 Referencing**

Please read thoroughly the guides 'Why' and 'How to' reference, which are found in the study help section of the TLP. This will give you all the information you need about appropriately referencing the literature in accordance with the Harvard System, which is the required format for your dissertation. However, a few short examples are reproduced here for convenience and clarity:

The preferred method of referring to other papers is by surname and date, e.g.

'Osborne and Greenwood (1992) show that...'

'... when the beach has a bar (Osborne and Greenwood, 1992).'

The first surname and 'et al' are usual when there are more than two authors. To avoid any suggestions of plagiarism, make sure that citations from the works of others are clearly differentiated from your own text, by citing the source. Cited items must appear in the reference list. Statements derived from the work of others must be clearly identified and distinguished from your own ideas, either by reference to a published paper or, in some cases, by adding to the text a statement like 'J. Bloggs - personal communication'.

Your references must be listed in full alphabetical order at the end of your dissertation. All journal and book references should include the names and initials of all authors and the year of publication or production. Journal articles must include the full title of the article, and the full name of the journal together with the volume and page numbers. Book references must include the full title of the book, the publisher, the place of publication, and – where appropriate – the number of the edition.

Figures and tables should generally appear in the text close to the location where they are first cited. Graph axes must be carefully labelled, and each figure should have a clear caption explaining any symbols used. Maps and diagrams should normally be drawn using graphic packages such as Corel Draw. Photographic reproductions or extracts of published maps may be included but remember to acknowledge the source of the map in a caption or footnote. Wherever possible, drawings should fit on A4 size pages, although fold-out maps or diagrams may be used if necessary. Computer-produced graphics should be printed or mounted on paper suitable for binding.

### **6.2.1 Reference list**

This must be a complete list of all published material cited. The following are examples of the preferred format:

#### **Papers**

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.

#### **Books**

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

#### **Chapters in Books**

Bayet, F. 1994. Overturning the Doctrine. *In*: Callicott, J. B. & Nelson, M. P. (eds.) *The Great New Wilderness Debate*. Athens: University of Georgia Press.

#### **Conference Proceedings**

Noda, H. 1968. A study of mass transport in boundary layers in standing waves. Proceedings of the 11th International Conference on Coastal Engineering, ASCE, New York, 485-504.

#### **Reports, etc.**

Ebersole, B. A. and Hughes, S. 1987. Duck85 photopole experiment. US Army Waterways Experimental Station, misc. paper CERC-87-18, Vicksburg, MS, USA.

#### **Electronic Sources**

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

## 7 Planning, Structure and Writing

This section outlines how the development of the dissertation in terms of planning, structure and writing should evolve and also links to how your work is assessed.

Planning is vital, one of your most important tools you have. It will construct the foundations for a well-structured report, or in this case the dissertation. Ultimately this will be the difference between success and disappointment. Even if you design and plan the most amazing concepts or innovations and you don't execute them well then, your work is diminished to, at best average at worst failure. Plan, plan and plan again.

There are some important planning guidelines to observe when undertaking dissertation projects by distance learning:

First, formulate the research questions. Along with the advice given in this handbook, your supervisors will stress the importance of developing a good research question, or questions, and the role they play in shaping the entire dissertation project. Ultimately, there is no substitute to delving into the literature and uncovering gaps in the knowledge or build upon existing knowledge (remember the wall!!) of the subject that interests you, in order to construct a project that is successful.

Second, think about how to transition from previous *taught* modules, or your experiences in education or the workplace, and this *project* module - where it is intended that you take ownership of your research autonomously and independently.

As mentioned earlier, also think of the framework of the dissertation as being viewed as a rigorous consultancy project that engages relevance to the industry and academic research whilst also adding weight to the wider subject area.

You are not working in isolation, you are part of the MBA team at MLA, which consists of students like yourself (distance learning), your supervisory team and the management team on the MBA. So, let's all work as a team – remember the Forum!

### 7.1 Forum Task and Peer Review (10%)

As part of your assessment you are required to submit a new post on the forum <https://www.mla.ac.uk/forum> by the end of week 4, that includes the title of your dissertation and also a short written plan (e.g. 250-300 words) that describes it. In the plan, you should try to answer the following questions:

- What is the problem or question under study? Are there other relevant solutions, and what do they fail to address.
- What is the motivation to study this problem?
- What are your proposed research questions?
- What is your proposed approach to the problem under study?
- How do you plan to methodologically approach your research?
- What are you looking to achieve from your work – content?
- Why? Many businesses look at the what often forgetting the most important aspect which is why?

Also, you must peer review the plans with and of your fellow students. **It is expected that you will participate actively in the posts made by your peers and contribute to the discussions of your colleagues' plans during weeks 4–10.** When submitting a response to one of the plans, please prioritise those who have not received responses from at least two other colleagues in the course. In this way, we want to have equality of opportunity for the discussion of all posts. Your peer-review of a post should go further than saying that a given project sounds interesting or not! Try to engage with the subject and offer advice or ask meaningful questions about what is being suggested. Positive and constructive criticism is essential, but please keep any comments respectful and professional. The exercise will hopefully help your project to move beyond answering 'what?' type questions, towards answering 'why?'. Many dissertations address the what of business, but it is also important to start with the why? Take a look at this work: <https://simonsinek.com/find-your-why/>.

## Research Ethics

It is the duty of all researchers to consider the ethical implications of their work. Often, there are none, but it is still important that you engage with your supervisor to talk through your methodology, and attempt to discover whether further scrutiny is required, through a process called Ethical Approval.

As a rule of thumb, any research that involves testing, observing, asking questions of, and collecting personal information about human participants (that might be you, work colleagues, individuals within your and other sectors) will require ethical approval. Approval is often granted; however, common examples of projects that may not receive approval include those that intend to work with vulnerable adults or minors, or projects where the student cannot clearly demonstrate that no harm will occur to participants of the study, or their wider protection cannot be guaranteed. As an example, the act of asking people about their mental health status may seem an innocent enough question, but by doing so you may find yourself compromised and the participant significantly upset by the line of questioning. To be clear, this does not mean such tasks cannot be achieved, just that full ethical approval will be required (which will include you outlining your safeguarding measures), and the MLA College Ethics Committee reserve the right to refuse your idea on these grounds.

Please be aware that the involvement of human participants is not the only way that ethical issues can arise. The use of classified or commercially sensitive information pushes the bounds between unethical and illegal behaviour. Work that might have unconsidered environmental impact is unethical. Work that might have an unconsidered impact upon cultural heritage is viewed as unethical. Thus, it is not as simple as negating the participation of people in your work.

Undertaking your project without considering the ethical implications of your work, not seeking ethical approval where it is required, or continuing to work without or beyond the conditions of approval is in itself unethical. **We cannot accept such work for**

**assessment and ignorance is no defence.** Therefore, it is crucial that you engage with this issue BEFORE you start any research work and await any decisions that may be forthcoming before continuing with your Project/Thesis. Postdating ethical approval or arranging ethics agreements after the work has been completed is unacceptable. In other words, not producing evidence that you have thought about ethics, and agreed your conclusions with a supervisor, is an automatic failure of the module.

Ethical approval forms can be found on the TLP. The form contains a declaration asking you to confirm you have read the University of Plymouth Ethics Policy and requires you to state whether your research project will include aspects likely to require ethical approval. Please review this form carefully and complete it as instructed. Your supervisor will be able to guide you as necessary. Completed forms must be submitted to the MLA College Ethics Committee as soon as possible (via the class area on Turnitin, see below), **but by no later than the end of Week 8.**

### **7.1.1 Pre-Dissertation Proposal (Formative Assessment)**

There are several formative tasks that are required during the first 16 weeks which are detailed in the marking proforma and will be discussed further by your supervisor.

At regular intervals throughout the first 16 weeks, you are required to submit formative assessment tasks. **You will submit these via Turnitin**, where your supervisor will review what you have written and use the tasks as a basis for their guidance and advice during your meetings. The tasks are designed to give you practice in important aspects of studying this module, such as academic writing, reading and research. Further support on each of these aspects is contained in the study help section of the TLP. Look at these now and familiarise yourself with all of the resources on offer. Pay particular attention to the guides on referencing, report and essay writing and critical thinking. **You must also make sure that you watch the lectures on research skills which offer invaluable advice to students returning to Higher Education following a prolonged period in industry.**

The precise format of your Dissertation Proposal will be determined by the conversations you have with your supervisory team. Normally, in terms of writing you should complete your Literature Review and Methodology Chapters prior to completing the first draft of the dissertation. Thus, in terms of the proposal, as a minimum, you should create a professional document which includes the following:

- I. The title of your dissertation followed by an introduction that sets the scene and includes the clearly stated aims and objectives of your proposed project
- II. A short literature review which supports your proposal, followed by **clearly stated aims and objectives of your proposed dissertation**
- III. A proposed methodology plan. This should incorporate your knowledge of project management and project leadership gained from watching the lectures on the TLP.
- IV. All required Health and Safety documents (e.g. risk assessment, COSHH forms and ethical approval if required)

### **Dissertation Title**

The title should be a statement that concisely summarises the project content and identifies the main purpose. Avoid journalistic and anecdotal statements; simple descriptions of the project intentions are fine, though be as concise as possible. You are advised to research appropriate title styles by reviewing previous Masters' dissertations held in the University library (available by login to your student account at: <https://pearl.plymouth.ac.uk/handle/10026.1/5566>).

### **Abstract**

The design and content of the Abstract will stem from that shown in the forum task.

## Literature Review

The importance of the literature and referencing to this dissertation module can be found in this Handbook. If you have not done so, please read the section on literature carefully.

It is important to note that the purpose of this section is to review the current literature on a selected topic. You are expected to describe the major trends in a selected area, elaborate on several important solutions to past challenges, and identify the major challenges to be addressed in the future. When describing the challenges that researchers and practitioners will face, you need to critically analyse the current theories, processes, and methodologies, and identify promising directions that future research could take.

The literature review will form a key part of your final thesis and set the rest of your project in context with the work that precedes it; **however, it will likely be considerably modified from the version included with the proposal to when it is incorporated into the Thesis proper.**

There is no upper limit to the number of articles from the literature you choose to review. Your supervisory team can advise you of course, although the final decision is yours and it is recommended that you make full use of the university library facilities.

## Aims and Objectives

The dissertation proposal should conclude with a clear and concise summary of your intended activities. **Within this must be both the proposed aim and objectives of the dissertation, clearly set out and identified.** The aim and objectives will highlight the rationale, and what will be achieved and reported on in the final written thesis.

## Methodology Plan

The research you undertake to answer the question/s relating to your work must be practicable within the limitations of time, finances, equipment and support that you

have available. Remember that you do not have to discover a new business model or theorem that will change the World! However, you will need to decide and plan on how you will accomplish your goal. Scholarship is advanced by critically evaluating and building upon the work of others, and you should show an appreciation of this when you consider background material relevant to your topic during the literature review. Think again about the Why?

## **7.2 The MBA Dissertation (80%)**

The dissertation itself must be word processed, written with 1.5 line spacing (i.e. the text in this document is single line spacing). The normal typeface for the body of the report is Arial 12 points and headings should be 14 point bold. Page numbering should be located bottom centre, and include pages of figures, tables, etc. It is conventional to number the 'prelims' or 'preamble' (i.e. everything from the title page through to the acknowledgements) with lower case Roman numerals. All subsequent pages are then numbered with Arabic numerals, starting with 1.

Your work will be assessed by your supervisory team and a moderator. It is permissible to send the digital copy of your project via WeTransfer in a zipped file, though note that the contents may exceed the permissible free limit. The disk or zipped file should contain the final thesis, the essential data and code files for the project (please consult your supervisor on this). The second page of the PDF copy of your dissertation (following the cover page) must contain the following licence statement:

### **Masters Dissertation Licence**

*This material has been deposited in the Plymouth University Learning & Teaching repository under the terms of the student contract between the students and the Faculty of Arts, Humanities and Business. The material may be used for internal use only to support learning and teaching. Materials will not be published outside of the University and any breaches of this licence will be dealt with following the appropriate University policies.*

Supervisors might want to suggest minor changes to the dissertation before it is submitted to the library. Please let your advisor know how you can be contacted after the submission date.

The appropriate length of the dissertation is around circa 12000 words (+- 10%) but does depend very much on the nature of the work involved (e.g. theoretical/practical, the number of publications on the project subject, the number of figures and other illustrations, the need for appendices etc.). **It is very important that the dissertation contains a well-rounded piece of work than just hitting the targeted word count.**

NB: Title Pages, Tables, Acknowledgements, Figures and Diagrams, Appendices and Bibliography and/or Reference Lists are not included in the word count.

### **Dissertation Thesis Structure**

- Title page: See Appendix 1
- Copyright statement: The following copyright statement should be included in the dissertation:

*This copy of the thesis has been supplied on condition that anyone who consults it is understood to recognise that its copyright rests with the author and that no quotation from the thesis and no information derived from it may be published without the author's prior written consent.*

- **Abstract:** The title of the thesis and the author's name should be followed by a synopsis (often in a business report referred to as the Executive Summary) of the thesis, giving the nature and scope of the work done and a summary of the results and conclusions.
- **List of Contents:** A list, in sequence and with page numbers, of all subdivisions of the thesis, including appendices and lists of references.

- **List of Tables, Figures:** to follow the list of contents.
- **List of Symbols:** may be included where appropriate, in alphabetical order.
- **Acknowledgements:** To include thanks for any support, whether financially, through discussions or through direct help.

## Chapters or Sections of the Dissertation

The internal structure of the dissertation may vary slightly from project to project, but should follow reasonably closely the traditional research report format, as follows:

- **Introduction:** An outline of the rationale and context of your work. This should include a statement of the central question to be answered with a clear statement of the aims and objectives of the project. You might also include a brief description of the structure of the dissertation.
- **Review:** A critical review of relevant literature that justifies the aims, theory and methods used in your work. You should identify previous important findings and highlight any apparent contradictions.
- **Method:** What is the framework for the methodology of the research and inputs including an outline of any theory or analyses that you develop or adopt.
- **Discussion:** Discussion relating to your work, making sense of your question and the resulting answers. Think about the brick-in-the-wall scenario, is it a new brick or a new wall?? Compare what you found with reference to the published work of others and explain the implications your findings have on the knowledge of your subject area. It is important you include and examine how your topic and subject area links to the 17 Un SDG's. You should be constructively self-critical and provide a balance to views.

- **Conclusion:** Synthesis of the main findings, your methods and practical procedures addressing the aims of the project. Highlight any future work you suggest and identify any weaknesses in your approach. Do NOT put in new work or ideas at this point.
- **List of References:** Comprehensive and properly referenced list of evidence drawn from literature, all of which must have been referred to within the main body of the dissertation
- **Appendices:** Supporting evidence or investigation, theory, tables or other detailed information not essential to your arguments, but nonetheless useful to help support your work or enable others to take the work further.

### 7.3 The Presentation (10%)

In addition to the Forum Task and Peer Review and the Written Dissertation, you have been asked to give a presentation which contextualizes your research and written dissertation. Your presentation should be approximately 30 - 40 minutes, with 20 minutes allocated for questions at the end.

The presentation should relate and be assessed to the following areas:

1. **Content** (Originality; Subject depth and breadth; coherence; rationale).  
Evidence of significant knowledge of subject area and relevance to industry and research.
2. **Structure** (Planning, Execution). Evidence of a research agenda that builds on relevant case studies and engages the discourses associated with topic.
3. **Resilience of Topic.** Inclusion of the UN SDG's where appropriate, and business innovation that adapts and manages change.
4. **Presentation Skills.** Strength of storytelling and method that includes oral skills, body language and the use of presentation materials. Engaging the audience.

In summary think very carefully about these areas of assessment throughout all of your dissertation work:

- Content and Structure
- Originality and Argument
  - Including Resilience of Topic
- Methodology, investigation and interpretation
- Literature
- Presentation
- Relevance to research and industry/practice

### Schedule of key tasks for the module

Module week	Task	Notes
1-2	Familiarise with TLP and make contact with supervisory team. Initial discussions with first supervisor and subject matter expert.	Instructions and support for this issued via email.
3	Submit 200 word plan of project to supervisor. Must include research question(s).	Discuss expectation and scope with supervisor.
4	Revised plan to be submitted to discussion forum for peer review during weeks 4-10.	Abstract may be revised following discussions with supervisor.
5	<b>Academic writing skills session 1</b>	<b>A live session but will be recorded and made available via the forum.</b>
6	<b>Academic writing skills session 2</b>	<b>A live session but will be recorded and made available via the forum.</b>
7	Submit annotated bibliography of key resources to Turnitin (see guide on TLP).	Demonstrate engagement with the Academic literature in this task.
8	Submit Ethical Approval form to Ethics Committee (if applicable).	Form found on the TLP. Submit to the Turnitin class.
9	Submit short literature review of key resources to Turitin. Revised plan including aim & objectives to supervisor.	Further opportunity to demonstrate engagement with the Academic literature in this task.
10	Submit final version of plan to Turnitin.	Feedback and marks for the forum task will be made available on Turnitin by the date indicated
16	Submit project proposal in format consistent with instructions set out in section 8.2.	Include risk assessment and COSHH forms if applicable (i.e. for fieldwork)
20	Feedback received on project proposal	Posted on Turnitin by the date indicated
21-39	Experimental/data collection and analysis phase	Critical to remain in close contact with supervisory team throughout
32	<b>Preliminary findings/progress check</b>	<b>Book a meeting with your tutor to discuss preliminary findings</b>
49	Submission of thesis	Calendar date on Turnitin
49-52	Presentation of main findings	Delivered to supervisory team via video conferencing

## 8 Dissertation Assessment Key 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 and it should also link to the chosen pathway. 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).

<b>MSc Project summative assessed components</b>				
	<b>Component</b>	<b>Suggested word count</b>	<b>Allocated marks (%)</b>	<b>Deadline</b>
<b>1</b>	Forum task and peer-review	c.300*	10	Weeks 4-10
<b>2</b>	Dissertation Thesis	c.12,000*	80	End of week 49
<b>3</b>	Project presentation	-	10	During weeks 50-52**
<b>Totals</b>		<b>c.12,300</b>	<b>100</b>	

\* see the text description of each component for further detail

\*\* scheduling of the presentation will require coordination between the student and supervisory team. **You must be available to schedule the presentation within this window. Those unable to schedule the presentation must seek an extension through the Extenuating Circumstances (ECs) process.** The presentation will be delivered in most cases via Zoom or other means of video conferencing. Detailed instructions and guidance will follow closer to the presentation deadline.

## 9 Submission of Coursework, Turnitin and Plagiarism

Submission of your written work will be via the online software Turnitin. Read the following steps and take action as appropriate:

1. You will receive an emailed invite to the module or class area from Turnitin. For new or first-time users, you may have to create an account but don't worry - full instructions will be provided on the emailed invitation. **Note: The invitation will be issued to your Plymouth University email account – Check this at regular intervals not only for the purpose of setting up access to Turnitin but throughout the project!**
2. The invite from Turnitin contains a link to the assessment submission section for this module. You will need to upload your documents following the instructions contained in this guide: [Turnitin quick start guide](#).
3. Should you have any difficulty in accessing Turnitin, please speak to your tutor without delay.
4. Please read [Plymouth University's plagiarism policy](#). If you are in any doubt as to what plagiarism means or consists of, contact your supervisory team immediately.
5. Please also watch the following videos that have been produced specifically to help you understand plagiarism, and importantly, how to use Turnitin to submit your coursework (see below): [Plagiarism video tutorials](#).

**Please note that your assessment may be marked and/or moderated by a member of the academic teaching team other than your first supervisor/tutor. The marks awarded during your study of this module are provisional and will be confirmed at the next MLA College/Plymouth University Subject Panel and Award Board.**

## 10 Supervision

Each student will be guided by a supervisory team, typically consisting of two experienced staff, either one or two academics or an academic with an experienced person from industry. **Students should meet or have email contact with their supervisors approximately once a fortnight. Note that the responsibility for regular contact lies with you, the student.** Any communications problems should be notified to the Student Support Officer:

Student Support: [student.support@mla.ac.uk](mailto:student.support@mla.ac.uk)

**Regular contact with your supervisory team is essential\***. Their advice will help you to modify your planned activities where necessary, to keep you on track and be confident that you will succeed. Making use of tools such as Gantt charts are advised, where you can more easily spot times where personal and professional needs will conflict with the needs of the project. You are also encouraged to discuss with your supervisory team their vacation arrangements, and the impact this might have on your meeting and communicating with them.

***\*NB: in the event of repeated lack of engagement and/or contact with your supervisor at any point during the module, you are at risk of having your studies suspended and/or being withdrawn from the programme.***

Time management is an important skill, not only for this programme but in your everyday working life, it is up to you to manage this NOT your supervisory team.

### **What happens if students are unable to meet the submission deadline?**

Many students discover that circumstances beyond their control prevent them from successfully studying. If you find yourself in this position, please get in touch with your supervisory team immediately. Alternatively, please contact the Student Support Officer ([student.support@mla.ac.uk](mailto:student.support@mla.ac.uk)) for advice and guidance.

Students who are unable to submit coursework on time are able to apply for an extension to the submission deadline of 10 working days through the Extenuating Circumstances (ECs) process. The ECs form, along with further guidance, can be found on the TLP. Students still unable to submit following the extended deadline, may then make a second application (as long as the circumstances that led to the successful application for ECs persist). If successful, this application will not lead to a further immediate extension, but will likely allow you to continue working on your thesis in what is called a referral period, following confirmation of your circumstances at the next meeting of the University Subject Assessment Panel and Award Assessment Board. If you find that you in this position, please get in touch with your supervisory team at the earliest opportunity.

Students on postgraduate modules are permitted to have two attempts at passing the module. Marks are capped at 50% for all students passing at the second attempt. Students unable to submit as a consequence of valid ECs, as described in the paragraph above, will likely have their first attempt preserved when attempting to complete their work in the referral period. Referral periods are normally fixed at 12 weeks, which means that students will be given a revised submission date of 12 weeks from the commencement of the referral period.

## Appendix 1 – Model Thesis Title Page

# IMPLEMENTING THE UN SUSTAINABLE DEVELOPMENT GOALS INTO A CONTEMPORARY MODEL OF CSR WITHIN THE MARITIME INDUSTRY

by

**Iam A. Student**

Thesis submitted to MLA College in partial  
fulfilment of the requirements for the degree of

**(insert relevant course name)**

*[e.g. MBA - Master of Business Administration (Maritime Operations)]*

**MLA College  
with Plymouth University**

in collaboration with

**ABC Company, Someplace, Somecountry**

*(where appropriate)*

September 2021

**Student declaration:** *I have read the guidance on Academic dishonesty in the student handbook and watched the tutorials on plagiarism and how to use Turnitin. I understand that plagiarism is an Academic Offence. I declare this work to be my own original effort and not the work of others. It has not been previously submitted for another assessment. I have credited all sources of information and ideas, where appropriate, by use of citation.*

Signed (Typing your name is acceptable):

Date:

## Appendix 2 – Marking template\*

<b>Criteria</b>	<b>Comments from marker</b>
Content	
Understanding and Evaluation	
Originality/ Independent Thinking	
Data Analysis and Interpretation	
Use of Literature	
General Communication Skills	
Independence and Use of Support	

*\*note: markers are encouraged to complete their review of student work by using this template. Comments written here are then transferred to Turnitin and made available to students on the date published on the Turnitin class*

## Appendix 3 - MLA Grading Scheme for Postgraduate Modules

See in conjunction: **Guidelines for Assessment of Masters' Dissertations** (below)

Award Class	Grade	Numerical Equivalent (%)
	<b>A+</b>	<b>95+</b>
	<b>A</b>	<b>85</b>
Distinction (= or > 70%)	<b>A-</b>	<b>75</b>
	<b>B+</b>	<b>68</b>
	<b>B</b>	<b>65</b>
Merit (= or > 60%)	<b>B-</b>	<b>62</b>
	<b>C+</b>	<b>58</b>
	<b>C</b>	<b>55</b>
<b>Pass (= or &gt; 50%)</b>	<b>C-</b>	<b>52</b>
	<b>D+</b>	<b>48</b>
Fail (marginal)	<b>D</b>	<b>45</b>
	<b>D-</b>	<b>42</b>
	<b>E+</b>	<b>38</b>
Fail	<b>E</b>	<b>35</b>
	<b>E-</b>	<b>32</b>
	<b>F+</b>	<b>25</b>
Fail	<b>F</b>	<b>15</b>
	<b>F-</b>	<b>5</b>
No acceptable answer	<b>0</b>	<b>0</b>

## **Appendix 4 - Guidelines for Assessment of Masters' Dissertations**

**NB:** See also the standard marking criteria in Appendix 5

### **Distinction (≥ 70%)**

The dissertation should display a complete and thorough understanding of the conceptual and practical issues surrounding the chosen topic. The objectives and methodology should be clearly stated and the strategy well-conceived. There should be evidence of independent work and thought in the form of some degree of originality in the presentation and discussion of the results. The report should be well structured and presented, with a clear line of argument and the quality of the research and analysis should be excellent and the material may be potentially publishable. The study should demonstrate a clear, succinct and accurate communication of ideas, arguments and information, and achieve a high standard of English and presentation.

For marks of 80% or above, in addition to these criteria, the dissertation should demonstrate a greater depth of argument and interpretation, and the literature review should show critical skills as well as breadth of knowledge. There should be evidence of a significant amount of independent work, critical thought and a degree of originality and initiative.

### **Pass (50-69%)**

The dissertation should show a satisfactory or better understanding of the conceptual issues underlying the research topic, as evidenced by an up to date literature review. The candidate will have identified appropriate research techniques and will have shown an aptitude for the management of leadership and strategy. The research should be comprehensive, and the quality of the statistical or data analysis (if required) should be sound. The arguments and critical analysis concerning the outcomes of the research should be structured in a logical way and there should be evidence of some original work. The aims and scope of the study should be clearly defined. Both the writing and presentation of the dissertation should be at least adequate.

### **Fail (below 50%)**

The dissertation will display an inadequate understanding of the chosen subject area and/or the text will have no clear structure. The research may be weak and its analysis and/or investigation poor or incomplete. There may be no clear definition of aims and scope, and a lack of clear focus. The study may fail to demonstrate an awareness of the relevant literature which sets the wider context for the study. The standard of presentation and written English may be inadequate.

## Appendix 5 – Standard Marking Criteria

	A	B	C	D	E	F
<b>Content</b>	Fully addresses the assessment brief using all relevant information with few errors	Addresses the assessment brief with most facts relevant and no significant errors	Addresses the assessment brief using core information but some gaps in subject knowledge	Addresses the assessment brief but containing a minimal amount of the required material	A marginal fail, does not contain enough relevant information to address brief and/or contains multiple errors	Clear fail that does not address assessment brief, with totally inadequate or irrelevant information
<b>Understanding and Evaluation</b>	Full understanding of topic within wider context. Full critical evaluation with arguments supported by evidence and examples.	Substantial understanding demonstrated. Critical evaluation present with arguments supported by evidence.	Adequate understanding demonstrated although evaluation may be limited with restricted use of evidence	Enough understanding demonstrated but with minimal evaluation and/or evidence offered	Marginal understanding demonstrated that lacks evaluation and evidence	A concerning lack of understanding and evaluation present.
<b>Originality/ Independent Thinking</b>	Evidence of considerable insight and independent thinking e.g. by including own views; making connections with other subject areas etc.	Substantially correct independent thinking with links to other areas/studies.	Some individuality within the assessment but not always fully explored	Own views minimally offered and/or displaying scientific naivety	Marginal originality and/or independent thought	No evidence of any valid independent thought
<b>Data Analysis and Interpretation</b>	An analytical/discriminating approach to the data, applying appropriate statistics. Comprehensive understanding of implications & limitations of the data	A sound approach to data analysis, applying valid statistical tests. Good understanding of data and associated limitations	Suitable approach to most aspects of data analysis. Valid interpretation but gaps evident	Data analysis attempted but limited, including weak interpretation	Marginal or insufficient data analysis and interpretation	No, or wholly inappropriate, data analysis and interpretation
<b>Use of Literature</b>	Evidence of consulting wide range of valid sources of information, especially primary literature. Uses findings to support facts and arguments. Appropriately references sources within the text and in the reference list	Evidence of consulting a range of literature to support facts and statements. Mostly cites references sources in correct format within the text and in the reference list	Evidence of consulting a limited range of literature, often with a reliance on textbook sources. References in text or list may contain errors	Some reference to literature evident but statements not well-supported. References often incorrectly cited and/or listed	Marginal reference to literature with little attempt to incorporate references into work and/or incorrectly cited.	No, or totally inappropriate reference to literature
<b>General Communication Skills</b>	Excellent overall standard of presentation, exhibiting a high standard of English and clarity of expression. Excellent layout and structure of material. Legible handwriting or appropriate use of fonts. Highly effective use of relevant visual material.	High standard of presentation, exhibiting a good standard of English and clarity of expression. Good layout and structure of material. Legible handwriting and use of fonts. Good use of relevant visual material.	Adequate standard of presentation, using acceptable standards of English. Some attention to layout, structure and formatting may be needed. Visual material may need some attention.	Low standard of presentation with grammatical errors. Layout and structure may reduce impact and communication. Use of visual material not well-incorporated	Marginal standard of presentation. Poor use of English with clumsy structure. Handwriting may not be legible and/or inappropriate use of fonts. Visual material typically not relevant.	Totally unacceptable standard of presentation with concerning use of English. No, or totally inappropriate, use of visual material.
<b>Independence and Use of Support</b>	Completely self-motivated; works independently or in collaboration with others where relevant. Seeks appropriate support as necessary. Formulates problem and relevant questions prior to seeking advice. Is meticulous in acknowledging support and contribution of others.	Mostly self-motivated and able to work well alone or in team. Seeks appropriate support as necessary. Acknowledges support and contribution of others.	Able to work independently or in a team but may not always access enough support where necessary	Partly relies on others for motivation or to ensure progress and may be reluctant to seek necessary help. Weak team member. Does not always acknowledge sources of support.	Depends on others for motivation or fails to seek necessary advice. Fails to work as member of a team. Work may be highly derivative and/or support not acknowledged.	Fails to start or progress with tasks. Does not seek and/or use help. Makes no contribution as member of a team. Does not acknowledge support and/or plagiarises.

## Appendix 6 – Module Record

### UNIVERSITY OF PLYMOUTH MODULE RECORD

**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:** *(max 425 characters)*

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.

<b>ELEMENTS OF ASSESSMENT</b> <i>[Use HESA KIS definitions] – see <a href="#">Definitions of Elements and Components of Assessment</a></i>					
<b>E1</b> (Examination)		<b>C1</b> (Coursework)	90%	<b>P1</b> (Practical)	10%
<b>E2</b> (Clinical Examination)		<b>A1</b> (Generic assessment)			
<b>T1</b> (Test)					

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

**Professional body minimum pass mark requirement:**

**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
<p>At the end of the module the learner will be expected to be able to:</p> <ol style="list-style-type: none"> <li>1. Act autonomously to plan and manage advanced research and scholarship in the discipline</li> <li>2. Use a combination of general and specialist business knowledge to creatively and innovatively develop existing or emerging theories and practices</li> <li>3. Apply appropriate theoretical and practical methods to the design and development of business solutions</li> <li>4. Evaluate critically current research and advanced scholarship in relevant areas and topics</li> <li>5. Communicate research findings effectively, in a manner suitable for a wide audience</li> </ol>	<p>8.5.1, 8.5.2</p> <p>8.4.1, 8.4.2</p> <p>8.1.1, 8.1.2, 8.1.3</p> <p>8.2.1, 8.2.2, 8.2.3</p> <p>8.3.1, 8.3.2, 8.3.3</p> <p>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.</p>

<b>DATE OF APPROVAL:</b> July 2020	<b>FACULTY/OFFICE:</b> Academic Partnerships
<b>DATE OF IMPLEMENTATION:</b> 2020/21	<b>SCHOOL/PARTNER:</b> MLA College
<b>DATE(S) OF APPROVED CHANGE:</b>	<b>SEMESTER:</b> AY

Notes:

**TUTOR/SUPERVISOR CONTACT DETAILS**

Dr Richard Stones: [richard.stones@mla-uk.com](mailto:richard.stones@mla-uk.com)

## **SECTION B: DETAILS OF TEACHING, LEARNING AND ASSESSMENT**

Items in this section must be considered annually and amended as appropriate, in conjunction with the Module Review Process. Some parts of this page may be used in the KIS return and published on the extranet as a guide for prospective students. Further details for current students should be provided in module guidance notes.

**ACADEMIC YEAR: 2020/2021**

**NATIONAL COST CENTRE: 133**

**MODULE LEADER: Dr Basak Akdemir**

**OTHER MODULE STAFF: TBA**

### **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]**

<b>Scheduled Activities</b>	<b>Hours</b>	<b>Comments/Additional Information (briefly explain activities, including formative assessment opportunities)</b>
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.
<b>Total</b>	<b>600</b>	<b>(NB: 1 credit = 10 hours of learning; 10 credits = 100 hours, etc.)</b>

### 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 Date
Pre-Dissertation Proposal <sup>1</sup>	0	Abstract, Literature Review, Methodology and Health and Safety <sup>2</sup>	8.1, 8.2, 8.3, 8.5	Week 16

### SUMMATIVE ASSESSMENT

Element Category	Component Name	Component Weighting
Coursework	Forum Task and Peer Review	10%
	Submitted Dissertation - Thesis	90%
		100%
Practical	Presentation	100%
		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 <sup>2</sup>	8.1, 8.2, 8.3, 8.5	Weeks 6 -12
MBA Dissertation	80	c 12000 words Thesis <sup>2</sup>	8.1, 8.2, 8.3, 8.4, 8.5	End of Week 49

Presentation	10	30 - 40 Minutes Plus 20 Minutes Q&A <sup>2,3</sup>	8.1, 8.2, 8.3, 8.4, 8.5	Weeks 49 - 51
--------------	----	----------------------------------------------------	-------------------------	---------------

<sup>1</sup> 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.

<sup>2</sup> see the text description in the MBA Programme Handbook, of each component for further detail.

<sup>3</sup> 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%
		100%
Practical	Revised Presentation	100%
		100%

### 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 Plate*. 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](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*, (8<sup>th</sup> 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].

Garvin, D. A., & Roberto, M.(2005). Change through persuasion. *Harvard Business Review*, 83(2), 104-112

Guadagno, R. E., and Cialdini, R. B. (2005) Online persuasion and compliance: Social influence on the Internet and beyond. *The social net: The social psychology of the Internet*: 91-113.

Kirby, D. (2003) *Entrepreneurship. UK Higher Education Business Management*. London: McGraw-Hill Education.

Schwab, Klaus (2017): The Fourth Industrial Revolution. Penguin  
- <https://www.weforum.org/about/the-fourth-industrial-revolution-by-klaus-schwab>

Śledzik, K. (2019) Schumpeter's View on Innovation and Entrepreneurship. *SSRN Electronic Journal*. doi:[10.2139/ssrn.2257783](https://doi.org/10.2139/ssrn.2257783).

Straker, D. (/2019) Persuasion. Online.  
<http://changingminds.org/explanations/theories/persuasion.htm> [Accessed November 2019].

### **Economics**

Collier, Paul (2018) *The Future of Capitalism. Facing the New Anxieties*. UK: Penguin Random House.

Mazzucato, Mariana (2013) *The Entrepreneurial State. Debunking Public vs private Sector Myths*. UK: Penguin Random House.

Raghuram, R. (2019). *The Third Pillar. How Markets and the State Leave the Community Behind*. William Collins Books. ISBN: 978-0-00-827630-0

Raworth, Kate (2018). *Doughnut Economics: Seven Ways to Think Like a 21st-Century Economist*. Random House Business. ISBN: 978-1847941398

### **Accounting and Finance**

Atrill, P. and McLaney, E.J. (2013) *Accounting and Finance for Non-Specialists*. Harlow: Routledge.

### **Resilience and Sustainability**

Brown, K. (2016) *Resilience, Development and Global Change*. Abingdon, Oxon.: Routledge.

Carroll, A. B. (2009). A History of Corporate Social Responsibility: Concepts and Practices. *In*:

Crane, A., Matten, D., McWilliams, A., Moon, J. & Siegel, D. S. (eds.) *The Oxford Handbook of Corporate Social Responsibility*.

Heikkurinen, P. (2010) Image Differentiation with Corporate Environmental Responsibility. *Corporate Social Responsibility and Environmental Management Corp. Soc. Responsib. Environ. Mgmt.* 17: 142–152.

Kennedy, S. (2003). Sustainability and the Commons. [www.sciencemag.org](http://www.sciencemag.org). *Science*. Vol 302. P 1861.

Ketola, T. (2010) Five Leaps to Corporate Sustainability through a Corporate Responsibility Portfolio Matrix. *Corporate Social Responsibility and Environmental Management Corp. Soc. Responsib. Environ. Mgmt.* 17: 320–336.

Lynes, J.K. and Andrachuk, M. (2008). Motivations for corporate social and environmental responsibility: A case study of Scandinavian Airlines. *Journal of International Management* 14, 377-390.

Ellen MacArthur Foundation. (2015). *Towards a Circular Economy Business Rationale for an Accelerated Transition*. [www.ellenmacarthurfoundation.org/publications/towards-a-circular-economy-business-rationale-for-an-accelerated-transition](http://www.ellenmacarthurfoundation.org/publications/towards-a-circular-economy-business-rationale-for-an-accelerated-transition)

Milanovic, B. (2016). *Global Inequality: A New Approach for the Age of Globalisation*. Harvard University Press. ISBN: 978-0674984035

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**To be completed when presented for Minor Change approval and/or annually updated**

Updated by:

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