

Opresnik Business School
Building a Better World through Education
Route to MBA (Master of Business Administration) in just 8 months
Programme Units/Modules & Elective Specializations
March 2025

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Units and Credits

Learners must complete the 8 mandatory units to achieve 120 credits.

Unit Reference	Mandatory Units	Level	TQT	Credit	ECTS	GLH
Y/506/9067	Manage Team Performance to Support Strategy	7	150	15	7.5	75
H/506/9069	Information Management & Strategic Decision Taking	7	150	15	7.5	75
L/506/9065	Leading a Strategic Management Project	7	150	15	7.5	75
D/506/9068	Strategic Direction	7	150	15	7.5	75
Y/506/9070	Strategic Planning	7	150	15	7.5	75
J/506/9064	Development as a Strategic Manager	7	150	15	7.5	75
M/506/9074	Strategic Marketing	7	150	15	7.5	75
H/506/9072	Human Resource Planning	7	150	15	7.5	75
Unit Reference	Optional Units / Elective Specialization	Level	TQT	Credit	ECTS	GLH
OBS/808/2709	Startup & Business Development	7	150	15	7.5	75
OBS/809/2709	Female Leadership, Entrepreneurship & Intrapreneurship	7	150	15	7.5	75

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Unit Specifications

Unit 702: Manage Team Performance to Support Strategy

Unit code: Y/506/9067 RQF level: 7

Aim

The aim of this unit is to allow learners to explore how team performance can be evaluated and optimised to realise strategic objectives.

Learners will further be introduced to, and encouraged to discuss, some of the management models, concepts and ideas which could be used to help you set departmental, project, team and their own objectives.

Learning Outcomes and Assessment Criteria

Learning Outcomes. When awarded credit for this unit, a learner will:	Assessment Criteria. Assessment of this learning outcome will require a learner to demonstrate that they can:
1. Be able to set performance targets for teams to meet strategic objectives.	1.1 Critically assess the links between team performance and strategic objectives. 1.2 Critically evaluate tools and techniques available to set team performance targets. 1.3 Critically evaluate the value of team performance tools to measure future team performance.
2. Be able to agree team performance targets to contribute to meeting strategic objectives.	2.1 Analyse how to determine required performance targets within teams against current performance. 2.2 Address the need for individual commitment to team performance in achievement of strategic objectives. 2.3 Critically evaluate the application of delegation, mentoring and coaching to the achievement of the strategic objectives. 2.4 Critically evaluate a team performance plan to meet strategic objectives.
3. Be able to monitor actions and activities defined to improve team performance.	3.1 Identify tools and methodologies to assess the process for monitoring team performance and initiate changes where necessary. 3.2 Evaluate team performance against agreed objectives of the plan and address problematic performances. 3.3 Critically evaluate the impact of the team performance in contributing to meeting strategy.
4. Be able to apply influencing skills to respond to the dynamics and politics of personal interactions.	4.1 Determine influencing methodologies that can gain the commitment of individuals to strategy 4.2 Critically discuss the impact of individual dynamics, interests and organisational politics on securing the commitment of individuals to strategy.



Indicative Content

In this unit learners will study a number of models, concepts and ideas which can be used to manage team performance. These include:

- Setting the Context for team performance
- IMPAQ Performance Management Approach
- Performance Management System & Performance Appraisal Context
- Elements of the Change Framework
- Adair – action centres leadership
- Scope & Objectives of change
- Motivation Models and Concepts
- Tuckman – Stages of team development
- Latham and Locke 1990
- The Performance Management Cycle
- Aligning Team Goals with Organisational Strategy
- The Performance Appraisal Cycle
- The GROW Model and Coaching
- Belbin – Team Size
- Blended Performance Measures
- Building Blocks for Highly Effective Teams
- Managing the Psychological Contract
- Adams 1965 Expectancy Theory
- Current issues in performance management
- Some Other Measurement Systems
- Employee Engagement

Core Text

Rees, G. and French, R. eds., 2016. Leading, managing and developing people. Kogan Page Publishers.

Suggested Resources

- Empowerment
<http://www.economist.com/node/12497834>
- Managing stakeholders
<http://www.som.cranfield.ac.uk/som/dinamic-content/media/CR%20Stakeholder.pdf>
- Porter's Value Chain
<http://www.ifm.eng.cam.ac.uk/research/dstools/value-chain/> <http://super-business.net/knowledge-management/853.html>
- Mintzberg - Crafting strategies
<https://hbr.org/1987/07/crafting-strategy/ar/1>
- TRIZ UK
<http://www.triz.co.uk/>
- Guānxi
<http://www.worldlearnerchinese.com/content/what-guanxi>
- The 7 Habits of Effective Managers, Covey, S., 30th ed., Simon & Schuster, 2020
<https://www.stephencovey.com/7habits/7habits.php>



- Problem structuring methods
<http://www.sciencedirect.com/science/article/pii/S0377221703000560>
- Emotional intelligence
<http://psychology.about.com/od/personalitydevelopment/a/emotionalintell.htm>
<https://www.stephencovey.com/7habits/7habits.php>
- Kakabadse
<http://www.kakabadse.com/>
- Win-win
- <https://www.youtube.com/watch?v=t9Lo2fgxWHw>
- Game Theory
https://en.wikibooks.org/wiki/Introduction_to_Game_Theory/Prisoner%27s_Dilemma
- 5 conflict management styles
<http://sourcesofinsight.com/conflict-management-styles-at-a-glance/>

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Unit 704: Information Management and Strategic Decision Taking

Unit code: H/506/9068 RQF level: 7

Aim

The aim of this unit is to address the volume and complexity of data and information available to organisations and how to analyse, apply and determine its value in making strategic decisions.

Learning Outcomes and Assessment Criteria

Learning Outcomes. When awarded credit for this unit, a learner will:	Assessment Criteria. Assessment of this learning outcome will require a learner to demonstrate that they can:
1. Be able to understand the importance of management information on strategic decisions.	1.1 Critically identify the features of data and information. 1.2 Determine the criteria to be applied when selecting appropriate data and information to support strategic decisions. 1.3 Critically evaluate the impact of a management information system to an organisation.
2. Be able to understand the importance of information sharing within an organisation.	2.1 Determine the legal responsibilities in sourcing, sharing and storing information. 2.2 Critically discuss when information should be offered and access allowed. 2.3 Critically evaluate the formats in which information can be provided and the impact of using various formats.
3. Be able to use information to support strategic decision making.	3.1 Critically analyse information to identify patterns, trends and impacts on strategic decision making. 3.2 Critically evaluate a range of decision-making tools and techniques available to support strategic decision making. 3.3 Determine data and information sources available to assist in strategic decision taking.
4. Be able to monitor and review management information.	4.1 Critically identify methods of evaluating management information within an organisation. 4.2 Formulate processes and methodologies for analysing the impact of information on the strategic decisions made. 4.3 Determine methods of developing information capture to inform and support strategic decision making.

Indicative Content

In this unit learners will be introduced to concepts, ideas and models that underpin an organisation undertaking information management and strategic decision taking. The models and concepts will include:

- Context is everything
- The Knowledge Economy
- Knowledge Management Drivers
- Dimensions of Knowledge Management
- Knowledge is Carbon Not Silicon?
- Organisational Knowledge and Individual Knowledge
- Four Modes of Knowledge Creation



- Tacit and explicit knowledge
- Do You Know What You Know?
- The Ackoff Pyramid
- A Common K-M Misconception
- Data Protection and Information Security
- Communities of Practice
- Uses of IT and digital technologies
- Knowledge Sharing - or not!
- Ethics Information Cultures – Definition.

Core Text

Exploring Strategy, Johnson, G, Whittington, R. and Scholes, K., 9th ed., London Financial Times / Prentice Hall, 2011

Suggested Resources

- Stewart Brand: How Buildings Learn: What Happens after They're Built
<http://shearinglayers.com/layers/>
- TRIZ
<http://www.triz.co.uk/>
- COBIT 5
<https://www.isaca.org/resources/cobit/#1>
- ITIL
<http://www.itil.org.uk/>
- eTOM (Extended Telecoms Operating Model)
<https://www.tmforum.org/tm-forum-frameworkx/>
- Systems and Requirements Engineering
[http://www.incose.org/.](http://www.incose.org/)
- ISO9000 - Quality Management
The ISO 9000 family addresses various aspects of quality management and contains some of ISO's best-known standards. The standards provide guidance and tools for companies and organizations that want to ensure their products and services consistently meet customer's requirements and quality is consistently improved.
- A theory of networks (Karen Stephenson)
https://books.google.de/books/about/The_Exploit.html?id=_OsaKlegTbcC&redir_esc=y
- The Fractal Organisation
<https://journals.issn.org/index.php/proceedings56th/article/view/1796/663>
- OODA
https://www.mindtools.com/pages/article/newTED_78.htm

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Unit 705: Leading a Strategic Management Project

Unit code: L/506/9065 RQF level: 7

Aim

The unit will involve the Learner in formulating research and methodologies to support a strategic management project. They will be required to critically evaluate options and data sources prior to presenting project outcomes.

Learning Outcomes and Assessment Criteria

Learning Outcomes. When awarded credit for this unit, a learner will:	Assessment Criteria.
1. Be able to identify and justify a strategic investigative project.	1.1 Determine a strategic topic to investigate that has significant implications for the organisation. 1.2 Discuss the aim, scope and objectives of the project. 1.3 Take responsibility for and justify the topic of investigation and its aim, scope and objectives. 1.4 Formulate the project research methodology, including the project structure and research base.
2. Be able to conduct research using different data sources and synthesise data and options.	2.1 Assess sources of data and information that will support the aim of the project. 2.2 Synthesise the data and information for options or alternatives that support the project aims. 2.3 Critically evaluate and determine an option that supports the project's strategic aims.
3. Be able to draw conclusions and make recommendations that achieve the project aim.	3.1 Critically evaluate the research to enable conclusions to be made. 3.2 Recommend a course of action that achieves the strategic aims of the project. 3.3 Critically analyse the impact of the recommendations.
4. Be able to develop and review the results of the investigative project.	4.1 Determine the medium to present the result of the project and its contribution to strategic objectives. 4.2 Take responsibility for the results of the investigative project and the substantial changes and developments it brings about. 4.3 Critically evaluate the impact and success of the investigative project.

Indicative Content

In this unit learners will examine:

- Setting Scope and Boundaries
- Project planning, e.g. use of Gantt and Time box



- Project phases including diagnosis and analysis
- Messy problems
- Critical Success Factors and, assumptions
- Project Initiation
- Types of investigative project
- Generation and evaluation of options
- Implementation strategy and plans
- Methods and Techniques for collecting Data and Information
- Different Types of Research
- Quantitative and Qualitative Research
- Basic/Applied research
- Deductive/Inductive Research
- Research Philosophies
- Differences between data, information and knowledge
- Trade off models
- Project Risks and risk model
- Earned Value Management formulation. (EVM)
- Evolving Project Charters – Project Initiation Documents
- Project techniques for managing Time – Scope – Quality – Costs
- Application for tender/

Core Text

Project Management, a step-by-step guide on how to plan and manage a highly successful project, Newton, R., Financial Times / Prentice Hall, 2006

Suggested Resources

- The Project Manager: Mastering the art of delivery, Newton, R., Prentice Hall, 2005
- Brilliant Checklist for Project Managers, Newton, R., Pearson, 2015
- A Guide to the Project Management Body of Knowledge, Project Management Institute, Project Management Institute, 2021
- Essential Maths for Business and Management, Morris, C., PalgraveMacmillan, 2007
- Business Research Projects, Jankowicz, A. D., Chapman Hall, 2004
- Research Methods for Managers, 4th ed, Gill, J. and Johnson, P., Sage, 2010
- Questionnaire Design: How to Plan Structure and Write Survey Material for Effective Market Research, Bruce, I., 2nd ed., KoganPage, 2008

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Unit 706: Strategic Direction

Unit code: D/506/9068 RQF level: 7

Aim

The aim of this unit is to explore the strategic aims and objectives of an organisation and their significance in setting direction, identifying success and progress for the organisation. The unit will also explore where different strategic options may lead the organisation to change its direction.

Learning Outcomes and Assessment Criteria

Learning Outcomes.	Assessment Criteria.
When awarded credit for this unit, a learner will:	Assessment of this learning outcome will require a learner to demonstrate that they can:
1. Be able to review and determine the organisation's strategic aims and objectives.	1.1 Critically analyse the existing strategic aims and objectives of the organisation. 1.2 Undertake a critical evaluation of the components of current organisational strategy. 1.3 Critically analyse the factors affecting the strategic aims of organisational strategy over the short and medium term.
2. Be able to evaluate progress towards achieving organisational strategic aims and objectives.	2.1 Apply a range of diagnostic and analytical tools to audit and assess progress towards existing strategic aims and objectives. 2.2 Take responsibility for and critically assess the expectations of all stakeholders and their influence upon future organisational strategy. 2.3 Critically analyse, interpret and produce an evaluation of the existing organisational strategic position and progress towards achieving the existing strategy.
3. Be able to determine and evaluate strategic options to support a new strategic position.	3.1 Critically evaluate and develop a range of alternative strategic options to meet organisational strategic aims, direction and objectives in the short and medium term. 3.2 Determine and justify the existing strategic option that can meet the revised strategic position.

Indicative Content

- Evaluate each component part of the chosen strategic plan
- Analyse the factors affecting the strategic plan of your choice
- Internal and external change drivers
- Structured evaluation of the organisation's strategic position



- Strategic options to meet strategic aims and objectives
- Justifying strategic options
- Evaluating the expectations of all stakeholders
- Medelow – Johnson, Whittington and Scholes
- POSIWID and organisational purpose.

Core Text

Exploring Strategy, Johnson, G, Whittington, R and Scholes, K., 9th ed., Financial Times / Prentice Hall, 2011

Strategic Management in 100 Minutes, Hollensen, S. and Opresnik, M. O., Opresnik Management Consulting, 2021

Suggested Resources

- The Art of Strategy, Dixit, A. K. and Naleuff, B. J., W. W. Norton & Company, 2010
- Competitive Strategy: Techniques for Analyzing Industries and Competitors, Porter, M., Free Press, 1998
- Blue Ocean Shift: Beyond Competing – Proven Steps to Inspire Confidence and Seize New Growth, Kim, W. C. and Mauborgne, R., Grand Central Publishing, 2017
- Good Strategy Bad Strategy, Rumelt, R. et al., Crown Currency, 2011
- The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses, Ries, E., Crown Business, 2011
- Strategy, Liddell Hart, B. H., 2nd ed., Plume, 1991
- The innovator's dilemma: When new technologies cause great firms to fail, Christensen, C. M., Harvard Business Review Press, 2013
- Competitive Advantage, Porter, M., Financial Times, 2004
- Strategic Safari, Mintzberg, H., Lampel, J. and Ahlstrand, B., Free Press, 2005
- Contemporary Strategy Analysis, Grant, R., 6th ed., Pearson, 2007
- Corporate Strategy, Lynch, R., 4th ed., Financial Times / Prentice Hall, 2005
- Tracking Strategies, Mintzberg, H., OUP, 2007
- Scenario Planning, Ringland, G., Wiley, 2004
- Scenarios: The Art of the Strategic Conversation, Van der Heijden, K., Wiley, 2004
- What is Strategy – and does it matter?, Whittington, R., 2nd ed., Thomson Learning, 2021
- Strategic Management and Organisational Dynamics: The Challenge of Complexity to Ways of Thinking about Organisations, Stacey, R., 6th ed., Financial Times / Prentice Hall, 2011

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Unit 708: Strategic Marketing

Unit code: M/506/9074 RQF level: 7

Aim

The unit will investigate underlying models, techniques and theories that underpin marketing and can contribute to strategic objectives. It will also provide Learners with a critical understanding of the marketing function within complex organisations.

Learning Outcomes and Assessment Criteria

Learning Outcomes.

When awarded credit for this unit, a learner will:

1. Be able to understand the relationship between the marketing plan and strategic objectives.

2. Be able to produce a strategic marketing plan.

3. Be able to promote the marketing plan in support of strategic objectives.

Assessment Criteria.

Assessment of this learning outcome will require a learner to demonstrate that they can:

1.1 Critically evaluate how marketing techniques and tools can support the strategy of an organisation and how this impacts on the marketing plan.

1.2 Determine marketing methodologies and approaches that contribute to a marketing plan within complex organisations.

1.3 Address risk associated with the marketing plan.

2.1 Critically analyse the components of a marketing plan and the levels of importance of each component to the achievement of strategic objectives.

2.2 Address mitigation strategies for high-risk components of the plan.

2.3 Develop a marketing plan that will achieve strategic objectives for a complex organisation.

3.1 Discuss how the plan supports strategic objectives.

3.2 Develop an approach to gain agreement for the marketing plan that will change organisation actions and methods to achieve strategic objectives.

3.3 Critically evaluate and provide review measures for the agreed plan.

Indicative Content

- Marketing mix and principles of marketing
- Marketing research



- International marketing planning
- Methods and Techniques for collecting Data and Information
- Basic / Traditional Approaches to Strategy Marketing methodologies
- Diffusion of Innovation, Product life cycle and experience curve
- Issues of risk within a marketing plan
- Components of a Strategic Marketing Plan
- Brand & Advertising including Global Brands
- Advertising to Children
- The Regulatory Frameworks
- Use Product/Service Branding
- Behaviours and Attitudes
- Behavioural Measures of Loyalty
- Customer Service
- Digital and Global marketing
- Globalization theories and cases in practice.
- Advertising to Children
- The Regulatory Frameworks

Core Text

Marketing: Principles and Practice: A management-oriented approach, Hollensen, S. and Opresnik, M. O., 5th ed., Opresnik Management Consulting, 2024

Marketing in 100 Minutes, Hollensen, S. and Opresnik, M. O., Opresnik Management Consulting, 2021

Suggested Resources

- The World is Flat: The Globalized World in the Twenty- First Century, Friedman, T. L., Penguin Group, 2006
- George Soros On Globalization, Soros, G., Perseus, 2002
- European Journal of Marketing
- International Journal of Bank Marketing
- International Marketing Review
- Journal of Communication Management
- Journal of Consumer Marketing
- Journal of Fashion Marketing and Management
- Journal of Product & Brand Management
- Journal of Research in Interactive Marketing
- Journal of Research in Marketing and Entrepreneurship
- Journal of Services Marketing
- Journal of Social Marketing



- Qualitative Market Research
- Young Consumers
- Marketing Week

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Unit 711: Strategic Planning

Unit code: Y/506/9070 RQF level: 7

Aim

This unit is about the value of the strategic planning process in formulating appropriate strategies and designing a plan that will be supported by stakeholders and other organisational leaders. The critical review of the plan and its success is also addressed by learners in the unit.

Learning Outcomes and Assessment Criteria

Learning Outcomes. When awarded credit for this unit, a learner will:	Assessment Criteria.
1. Be able to conceive and analyse strategic options.	1.1 Critically analyse and identify the organisation's strategic aims and objectives including the approach adopted to strategic planning. 1.2 Determine alternative strategic options available and the implications for the organisation. 1.3 Critically evaluate the impact of stakeholder expectations on a strategic plan and the planning horizon.
2. Be able to formulate a strategic plan.	2.1 Critically evaluate the strategic options available to the organisation over the existing planning horizon and factoring in wider context market and competitor impacts. 2.2 Assess and determine the priorities and feasibility of alternative options over the existing planning horizon. 2.3 Carry out a risk assessment of the preferred strategy and alternatives. 2.4 Identify, justify and articulate the selected strategies within the plan and address any potential problems. 2.5 Produce a strategic plan and its components to achieve the selected strategic direction.
3. Be able to implement, evaluate, monitor and review the strategic plan.	3.1 Critically review the organisational and market factors to be considered in the implementation of the strategic plan. 3.2 Determine and apply a range of tools and concepts to monitor and review the strategic plan. 3.3 Determine the impact of the strategic plan on the organisation's direction and achievement of the organisation's objectives.

Indicative Content

- Organisational aims and objectives



- Alternative Strategic Options
- Strategic Tools and Techniques
- Other Tools and Techniques
- Stakeholder expectations
- Strategic options
- Risk Assessment
- Components of a Strategic plan
- How to evaluate, monitor and review a strategic plan.

Core Text

Exploring Strategy, Johnson, G, Whittington, R and Scholes, K., 9th ed., Financial Times / Prentice Hall, 2011

Suggested Resources

- Reinventing your business model, Johnson, M. W., Christensen, C. M. and Kagermann, H., Harvard Business Review, 86(12), 50-59, 2008
- Using the balanced scorecard as a strategic management system, Kaplan, R. S. and Norton, D. P., Harvard Business Review, 85(7/8), 150-161, 2007
- Corporate diversification and organizational structure: A resource-based view, Markides, C. and Williamson, P., Academy of Management Journal: 39(2):340, 1996
- Corporate diversification and shareholder value: a survey of recent literature, Martin, J. and Sayrak, A., Journal of Corporate Finance, 9(1): 37–57, 2003
- The secrets to successful strategy execution, Neilson, G. L., Martin, K. L. and Powers, E., Harvard Business Review, 86(6), 60-70, 2008
- Strategic management system, Harvard Business Review, 85(7/8), 150-161, 1985
- Corporate diversification and shareholder value: a survey of recent literature, Martin, J. and Sayrak, A., Journal of Corporate Finance, 9(1): 37–57, 2003
- What is strategy?, Porter, M. E., Harvard Business Review, 74(6),61-78, 1996
- The Role of Micropolitical Strategies, Sethi, R., Iqbal, Z. and Sethi, A., Journal of Marketing, 76(2), 2012

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Unit 712: Human Resource Planning

Unit code: H/506/9072 RQF level: 7

Aim

The unit will address issues that are important when planning for and securing a workforce that will be able to deliver strategic objectives. The unit will also consider the constraints and influences on organisations HR practices.

Learning Outcomes and Assessment Criteria

Learning Outcomes. When awarded credit for this unit, a learner will:	Assessment Criteria. Assessment of this learning outcome will require a learner to demonstrate that they can:
1. Understand how the HR plan supports strategic objectives.	1.1 Critically assess the strategic importance of current, future and anticipated HR requirements. 1.2 Analyse how HR planning impacts on the strategic plan.
2. Understand the legal and organisational frameworks for the employment of staff.	2.1 Evaluate the current legal frameworks that influence a HR plan. 2.2 Identify approaches and methodologies to support the recruitment and selection of staff (external candidates) and the impact of current legislation and organisation requirements.
3. Understand the effect of the organisational environment on employees.	3.1 Critically evaluate how organisational culture affects recruitment and retention of employees. 3.2 Discuss the work environment influences where personal work life balance issues and the changing patterns of work practices determine motivation and commitment.

Indicative Content

- What is HRM?
- Drivers' towards HRM?
- Categorisation of Theories of HRM
- Categorisation and Critiques of HRM Models / Approaches
- Approaches to the Development of HR Strategy
- Organisation theory Contemporary theories of organisations
- Ulrich's Adapted HR Stool
- Organisational & managerial perspectives
- Best Practice Models
- Evolution of HR Strategy
- Performance management the planning, assessment and feedback model



- The Michigan HR resource cycle
- Features of new organisational forms
- Managing employee relations
- Corporate governance, ethics, CSR and accountability.

Core Text

Human Resource Management, Torrington, D., Hall, L. and Taylor, S., Financial Times, 2005

Suggested Resources

- Strategy and Human Resource Management, Boxall, P. and Purcell, J., Basingstoke: Palgrave, 2003
- Strategic Human Resource Management, Mello, J. A. , South-Western, Thompson, 2006
- Strategic Human Resource Management: A Reader, Schuler, R.S. and Jackson S.E. (Eds.), Blackwell Publishers, 2007
- Human Resource Management and Performance, Wood, S., International Journal of Management Reviews, 1: 367–413, 1999
- People Management Journal, CIPD

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Unit 724: Development as a Strategic Manager

Unit code: J/506/9064 RQF level: 7

Aim

The unit aims to support organisational and self-awareness in Learners. It provides foundations for a self-critical and reflective approach to personal development to support the Learner when operating at a strategic level. Wider context organisation and environmental factors are also considered as contributors to overall strategic success of the individual and the organisation.

Learning Outcomes and Assessment Criteria

Learning Outcomes. When awarded credit for this unit, a learner will:	Assessment Criteria. Assessment of this learning outcome will require a learner to demonstrate that they can:
1. Be able to identify personal skills to achieve strategic ambitions.	1.1 Critically analyse the strategic direction of the organisation. 1.2 Critically evaluate the strategic skills required of the leader operating in a complex environment to achieve personal and organisational strategic ambitions. 1.3 Assess the relationship between existing, required and future skills to achieve strategic ambitions.
2. Be able to manage personal leadership development to support achievement of strategic ambitions.	2.1 Critically discuss the opportunities to support leadership development. 2.2 Design a personal development plan to direct leadership development in a complex environment. 2.3 Devise an implementation process to underpin the success of the development plan that can realise substantial changes in leadership style.
3. Be able to evaluate the effectiveness of the leadership development plan.	3.1 Critically evaluate the achievement of outcomes of the plan against original objectives. 3.2 Evaluate the impact of leadership style and the achievement of objectives on strategic ambitions in different organisational settings. 3.3 Critically review and update the leadership development plan.
4. Be able to advocate an employee welfare environment that supports organisational values.	4.1 Critically evaluate the impact of corporate commitment to employee welfare on strategic organisational objectives. 4.2 Discuss how an employee welfare environment can affect achievement of strategic organisational objectives. 4.3 Determine the influence of corporate commitment to employee welfare on the development of organisational values that will realise strategic ambitions.



Indicative Content

- Approaches to business strategy
- Old and new business models
- Strategy evolution
- Resource based approach to strategy
- Analysis of the environment
- Honey and Mumford learning styles
- Personal development and gap analysis including developing yourself
- Career anchors (Edgar Schein)
- Blanchard, Adair, Blake and Mouton Models on leadership and development
- Argyris' double loop learning
- Reddin's 3D and Belbin's team roles
- Skills competences and know-hows including core and distinctive competences
- Intellectual capital and balance score card methods
- Development of a personal development plan (PDP)
- Health and safety at work
- Erikson's Life Stage Theory
- Nudge Theory
- Psychological Contract
- Kirkpatrick's Learning Evaluation Model
- Erikson's Theory of Personal Development (1902 – 1994)
- Developmental and Sponsorship Mentoring
- Formal and Informal Coaching.

Core Text

Human resource management at work, Marchington, M. and Wilkenson, A., 7th ed., CIPD, 2020

Suggested Resources

- Human resource Management in a Business Context, Kew, J. and Stredwick, J., CIPD, 2016
- Learning and Development Talent, Stewart, J. and Rigg, C., CIPD, 2011
- Exploring Corporate Strategy, Johnson, G., Scholes, K. and Whittington, R., 8th ed., Pearson, 2008
- Strategic Management and Organisational Dynamics: The Challenge of Complexity to Ways of Thinking about Organisations, Stacey, R. D. and Mowles, C., 7th ed., Pearson, 2015

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Unit 725: Elective Specialization: Startup & Business Development

Unit code: OBS/808/2709 RQF level: 7

Aim

This unit explores the fundamentals of launching, managing, and scaling a startup. Learners will develop strategic insights into business model development, market positioning, and growth strategies. The module focuses on practical frameworks for entrepreneurial decision-making, lean startup methodologies, and financing options, preparing learners to navigate the challenges of building a sustainable and scalable business.

Learning Outcomes and Assessment Criteria

Learning Outcomes. When awarded credit for this unit, a learner will:	Assessment Criteria.
1. Understand the fundamentals of entrepreneurship and business development.	1.1 Critically evaluate key principles of entrepreneurship and startup management. 1.2 Assess different business models and their suitability for various industries. 1.3 Analyse market entry strategies and competitive positioning for startups.
2. Be able to develop and implement a scalable business model.	2.1 Apply lean startup methodologies to test and refine business ideas. 2.2 Evaluate strategies for customer acquisition, retention, and revenue growth. 2.3 Develop a business plan that includes scalability and risk management considerations.
3. Understand financing and investment strategies for startups.	3.1 Compare funding options, including bootstrapping, venture capital, and crowdfunding. 3.2 Assess the impact of investment structures on startup growth and ownership. 3.3 Critically evaluate financial planning techniques for early-stage businesses.
4. Apply leadership and strategic management skills to entrepreneurial ventures.	4.1 Analyse leadership styles and their influence on startup success. 4.2 Evaluate strategies for building high-performance startup teams. 4.3 Develop an actionable roadmap for business growth and sustainability.

Indicative Content

- Entrepreneurship & Startup Strategy: Business models, lean startup, pivoting.
- Market Positioning & Competitive Advantage: Finding product-market fit.
- Scaling & Growth Strategies: Customer acquisition, monetization, expansion.



- Startup Funding & Investment: Bootstrapping, venture capital, alternative financing.
- Leadership & Team Building: Founder roles, team dynamics, culture.

Core Text

Entrepreneurship and Business Development in 100 Minutes, Opresnik, M., Hollensen, S. and Saeidi, S., Opresnik Management Consulting, 2024

Suggested Resources

- The innovator's dilemma: When new technologies cause great firms to fail, Christensen, C. M., Harvard Business Review Press, 2013
- Crowdfunding: Motivations and deterrents for participation, Gerber, E. M. and Hui, J., ACM Transactions On Computer-Human Interaction, 20(6), 1–32, 2013
- The wisdom of teams: Creating the high-performance organization, Katzenbach, J. R. and Smith, D. K., Harper Business, 2015
- The dynamics of crowdfunding: An exploratory study, Mollick, E., Journal of Business Venturing, 29(1), 1–16, 2014
- Corporate culture and performance, Kotter, J. P. and Heskett, J. L., Free Press, 2011
- Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers, Osterwalder, A. and Pigneur, Y., Wiley, 2010
- Competitive Strategy: Techniques for Analyzing Industries and Competitors, Porter, M. E., Free Press, 1998
- The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses, Ries, E., Crown Business, 2011
- Positioning: The Battle for Your Mind, Ries, A. and Trout, J., McGraw-Hill Education, 2001
- Zero to One: Notes on Startups, or How to Build the Future, Thiel, P. and Masters, B., Crown Publishing Group, 2014



Unit 726: Elective Specialization: Female Leadership, Entrepreneurship & Intrapreneurship

Unit code: OBS/809/2709 RQF level: 7

Aim

This unit focuses on the unique challenges and opportunities for women in leadership, startups, and corporate innovation. Learners will explore strategies for building and leading businesses, driving innovation within organizations, and developing a strong entrepreneurial mindset. The module integrates key aspects of business development, social fitness, and leadership, preparing participants to navigate and succeed in dynamic global markets.

Learning Outcomes and Assessment Criteria

Learning Outcomes. When awarded credit for this unit, a learner will:	Assessment Criteria. Assessment of this learning outcome will require a learner to demonstrate that they can:
1. Understand the role of female leadership in entrepreneurship and intrapreneurship.	1.1 Evaluate key leadership traits and challenges faced by women in business. 1.2 Analyse the impact of gender diversity on innovation and business performance. 1.3 Assess leadership strategies that enhance decision-making and team performance.
2. Be able to develop and implement business and innovation strategies.	2.1 Apply entrepreneurial and intrapreneurial frameworks to business development. 2.2 Develop business models that drive sustainable growth. 2.3 Evaluate risk management approaches in entrepreneurial decision-making.
3. Understand the impact of social fitness, networking & personal branding on leadership success.	3.1 Assess the role of networking, mentoring, and community engagement. 3.2 Evaluate strategies for personal branding and executive presence. 3.3 Apply social fitness concepts to leadership development.
4. Apply funding and growth strategies for startups and corporate ventures.	4.1 Compare funding options for female entrepreneurs and intrapreneurs. 4.2 Evaluate investor expectations and strategic financial planning. 4.3 Develop a roadmap for scaling a business or corporate initiative.



Indicative Content

- Female Leadership & Business Strategy: Overcoming barriers, leveraging strengths.
- Entrepreneurship & Intrapreneurship: Business models, innovation, corporate transformation.
- Social Fitness, Networking & Personal Branding: Building influence, executive presence, mentorship.
- Funding & Scaling: Investment readiness, financing options, sustainable growth.

Core Text

Lean In: Women, Work, and the Will to Lead, Sandberg, S., WH Allen, 2015

Invisible Women, Perez, C. C., Vintage, 2020

How Women Rise: Break the 12 Habits Holding You Back, Helgesen, S. and Goldsmith, M., Random House Business, 2019

Suggested Resources

- The Confidence Code: The Science and Art of Self-Assurance---What Women Should Know, Kay, K. and Shipman, C., Harper Business, 2018
- Influence is Your Superpower: How to Get What You Want Without Compromising Who You Are, Chance, Z., Vermilion, 2023
- The innovator's dilemma: When new technologies cause great firms to fail, Christensen, C. M., Harvard Business Review Press, 2013
- The wisdom of teams: Creating the high-performance organization, Katzenbach, J. R. and Smith, D. K., Harper Business, 2015
- Corporate culture and performance, Kotter, J. P. and Heskett, J. L., Free Press, 2011
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