



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

MODULE DIRECTORY

LEVELS 4, 5 and 6

BA BUSINESS MANAGEMENT

INSTITUTE OF INNER CITY LEARNING
(LONDON AND BIRMINGHAM CAMPUS)

2021-2022

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INTRODUCTION TO LEVEL 4 MODULES

This Module Directory includes all the modules for Level 4 within the Bachelor of Arts Business Management in the academic year 2021-2022.

This directory accompanies the Programme of Study Handbook, which will provide you with details of which modules you will be studying for your programme this year in the 'Programme of Study' section. This directory may include modules that are running on other programmes of study within your Academic Discipline/Institute. If you require assistance in identifying the modules for your programme of study, please contact the Programme Manager (whose name and contact details are provided in the accompanying Programme of Study Handbook), or the London Campus Student Services.

The University has made every effort to make the information as full and as accurate as possible, but you should note that minor changes in the organisation of modules between the planning stage and the actual teaching are inevitable. We shall try to keep any such changes to a minimum, and you will receive plenty of advance warning in the event of any alteration. We would also be grateful if you would let us know about any changes that you think might be helpful if introduced into future handbooks.

LEVEL 4 MODULES

BA BUSINESS MANAGEMENT

BA Business Management (1 Year)

COMPULSORY MODULES

Module Code	Module Title	Credits	Term	Module Lead
LCBB4000_LON	Academic Skills	20	Term 1 (Oct - Jan)	Peter Allen
LCBB4001_LON	Accounting Fundamentals	20	Term 1 (Oct - Jan)	Dr Widin Sha'ven
LCBB4002_LON	Community Engagement	20	Term 1 (Oct - Jan)	Dr Molly Jack
LCBB4003_LON	Introducing the Modern Workplace	20	Term 2 (Feb - April)	Dr Anupam Mazumdar
LCBB4004_LON	Marketing Fundamentals	20	Term 2 (Feb - April)	Tushara Balendran
LCBB4005_LON	The Global Business Environment	20	Term 2 (Feb - April)	Dr Rexon Nting
Credit Retrieval & Resit Term – No taught modules			Term 3 (Jun - Sep)	

Module Code	Module Title	Credits	Term	Module Lead
LCBB4000_BIRM	Academic Skills	20	Term 1 (Sep - Dec)	Alex Worth
LCBB4001_BIRM	Accounting Fundamentals	20	Term 1 (Sep – Dec)	Ernest Ovia
LCBB4002_BIRM	Community Engagement	20	Term 1 (Sep - Dec)	Oluwaseun Adegbite
LCBB4003_BIRM	Introducing the Modern Workplace	20	Term 2 (Jan - April)	Uju Ugochukwu
LCBB4004_BIRM	Marketing Fundamentals	20	Term 2 (Jan - April)	Efu Adams
LCBB4005_BIRM	The Global Business Environment	20	Term 2 (Jan - April)	Eric Osei
Credit Retrieval & Resit Term – No taught modules			Term 3 (May - Aug)	

Academic Skills

MODULE CODE: LCBB4006
TITLE: Academic Skills
DATED: 14/02/2021

LEVEL: 4
CREDITS: 20

JACS CODE: N200

AIM(S)

- To help students develop study skills that can accelerate their learning in the undergraduate programme.
- To encourage the development of a reflective, active, positive approach to learning, and to take responsibility for their own learning.

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to:

- produce a fully referenced written work in a relevant topic which is well-organised and makes use of appropriate academic writing style;
- produce written work which is well-organised, relevant and makes use of appropriate terminology and academic style;
- demonstrate good communication skills in written and oral form;
- demonstrate effective use of Information Technology (IT) as required, including but not limited to MS Word, MS Power Point, MS Teams, the internet;
- interpret and analyse a range of information beyond mere description in a critical way;
- work as a member of a team by cooperating with others, negotiating, listening to others in the group, sharing responsibilities/tasks and meeting deadlines.

INDICATIVE CONTENT

- Introduction to independent learning (Identifying skills needed for higher education; transferable/employment skills).
- Graduate level reading and note-taking.
- Identifying Learning resources through the library, as well as externally using reliable and relevant sources appropriate for the discipline.
- Researching skills.
- Referencing (The Harvard System).
- Developing awareness of critical thinking.

- Using feedback and reflection.
- Active learning - Using computers and e-learning to support learning. (e.g., the VLE, Internet search techniques).
- Working effectively and appropriately with others.
- Time-management, organisation and motivation.
- Presentation - F2F and Virtual.
- Essay planning and academic writing.
- Examination strategies.

Study Time Allocation

The study time for the module is divided as follows:

Activity type	Hours	Percentage
Scheduled learning	50	25%
Independent learning	150	75%
Placement learning	0	0%
TOTAL	200	100%

ASSESSMENT

Assessment Component 1

(Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Individual Written Report	1250 words	25%

Assessment Component 2

(Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Individual Written Report	2750 words	75%

Assessment Summary

Activity type	Percentage
Written exam	0%
Coursework	100%
Practical	0%
TOTAL	100%

INDICATIVE READING LIST

Module Code	LCBB4006	
Module Title	Academic Skills	
Classification	Reading List entry	Electronic*
Essential	Cottrell, S., (2019) The study skills handbook, 5 th Ed., Red Globe Press: London.	☒
Essential	Saunders, M., Lewis, P., Thornhill, A., (2019) Research methods for business students, 5 th Ed., Pearson: Harlow, England.	☒
Essential	Bradbury, A., (2006) Successful presentation skills. Kogan Page.	☒
Further	McMillan, K., (2012) The Study Skills Book. 3 rd Ed., Pearson, Harlow, England.	☒
Further	Haber, J., (2020) Critical thinking. The MIT Press. London, England	☒
Further	Fairbairn, G., Winch, C., (2011) Reading, writing, and reasoning: a guide for students, 3 rd Ed., Open University Press. Maidenhead, England	☒
Further	Godfrey, J., (2018) How to use your reading in your essays. Palgrave. London.	☒
Further	Oliver, P., (2012) Succeeding with your literature review: a handbook for students. McGraw-Hill, Berkshire, England.	☒

Accounting Fundamentals

MODULE CODE: LCBB4001
TITLE: Accounting Fundamentals
DATED: 13/06/2018

LEVEL: 4
CREDITS: 20

JACS CODE: N400

AIM(S)

- To gain a broad understanding of the concepts, techniques, and methods, of modern cost accounting and the role it plays in business organisations.
- To enable the student to gain an understanding of the significance and use of financial information in business, and to provide the student with an understanding of the basic principles of accounting.

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to:

- explain the nature, behaviour, and purpose of cost accounting, and apply cost accounting concepts, techniques, and methods to business transactions;
- review the basic principles of accounting, including the use of appropriate software;
- prepare financial statements from initial data, dealing with both routine and non-routine transactions, and analyse financial statements with confidence.

INDICATIVE CONTENT

- Accounting as a means of communication.
- Fundamental concepts of accounting.
- Accounting information systems.
- Introduction to double entry bookkeeping and the trial balance.
- The main financial statements – balance sheet, profit and loss account.
- Accounting for VAT, stocks, depreciation, disposals of fixed assets, accruals, and prepayments.
- The nature and purpose of cost accounting. Cost centres and cost units. Relationship between cost accounting and financial accounting.
- Cost classification, behaviour, and purpose. Elements of production and non-production costs. Nature of costs: fixed and variable; direct and indirect.
- Cost accounting techniques. Accounting for materials, labour, and overheads. Marginal and absorption costing. The concept of contribution. Breakeven point,

margin of safety. Inventory valuation and profit determination.

LEARNING AND TEACHING STRATEGY

The study time for the module is divided as follows:

Activity type	Hours	Percentage
Scheduled learning	50	25%
Independent learning	150	75%
Placement learning	0	0%
TOTAL	200	100%

ASSESSMENT

Assessment Component 1

(Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Essay	2500 words	50%

Assessment Component 2

(Tick one)

☒ Written exam ☐ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Written Exam: essay	120 minutes	50%

Assessment Summary

Activity type	Percentage
Written exam	50%
Coursework	50%
Practical	0%
TOTAL	100%

READING LIST

Module Code	LCBB4001	
Module Title	Accounting Fundamentals	
Classification	Reading List entry	Electronic*
Essential	Wood, F., (2015) MyAccountingLab with eText - Instant Access - for Frank Wood's Business Accounting, 13 th Edition.	☐
Essential	Dyson, J., (2010) Accounting for Non-Accounting Students, London, 8th Edition, FT Pitman Publications	☐
Essential	Ward A., Thomas, A., (2012) Introduction to Financial Accounting, 7th Edition, Mc Graw Hill Higher Education	☐
Further	Drury J., (1998) Costing: An Introduction, 4 th Edition London: Chapman Hall	☐

Further	Horngren C., Forster, G., (2014) Cost Accounting, a managerial emphasis, 15th Edition, London: Prentice Hall International	☐
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Introducing the Modern Workplace

MODULE CODE: LCBB4003
TITLE: Introducing the Modern Workplace
DATED: 13/06/2018

LEVEL: 4
CREDITS: 20

JACS CODE: N200

AIM(S)

- To cultivate student knowledge, and understanding, of the nature of behaviour within organisations, through the application of a multi-disciplinary approach to the study of people at work.
- To comprehend concepts of organisational design, functions, and processes of management, as well as recognising the importance of 'management' as an integrating activity.

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to:

- coherently analyse the relationship between structure, culture, people, and organisational performance;
- identify the essential nature of managerial work (in terms of both functions and processes), communicate the role of leadership, and furthermore, explain the variables that determine effective management and leadership;
- evaluate the behavioural approach to management, through understanding the factors that affect differences in individual behaviour.

INDICATIVE CONTENT

- Theoretical perspectives on organisation and management with a particular focus on the paradigm shift from transition, stability, predictability and order, towards flexibility, contingency and flux.
- An assessment of the general principles of organisation design, structure, and culture, illustrated through practical examples and applications.
- A focus on managerial behaviour and action, with an analysis of the elements that constitute effective managerial behaviour.
- Theories of leadership, with an emphasis on the pivotal importance of leadership ability within times of organisational change and transition.
- An introduction and overview of the behavioural science approach to the management of people within organisations
- Psychological theories and explanatory frameworks of individual behaviour, pertaining to:

- personality
 - perception
 - learning
 - attitudinal dispositions, namely: motivation, satisfaction and commitment
- The nature of work groups and teams

LEARNING AND TEACHING STRATEGY

The study time for the module is divided as follows:

Activity type	Hours	Percentage
Scheduled learning	50	25%
Independent learning	150	75%
Placement learning	0	0%
TOTAL	200	100%

ASSESSMENT

Assessment Component 1 (Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Essay	2000 words	50%

Assessment Component 2 (Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Essay (Group Work – individual report)	1000 words per person	50%

Assessment Summary

Activity type	Percentage
Written exam	0%
Coursework	100%
Practical	0%
TOTAL	100%

READING LIST

Module Code	LCBB4003	
Module Title	Introducing the Modern Workplace	
Classification	Reading List entry	Electronic*
Essential	Mullins, L., (2016) Management and Organisational Behaviour 11th Edition, Pearson.	☐
Essential	Armstrong, M., Taylor, S., (2017) Armstrong's Handbook of Human Resource Management Practice, 14th Edition, Kogan Page	☐
Essential	Huczynski, A., Buchanan, D., (2013) Organisational Behaviour (8th edition) Harlow: Pearson	☐
Further	Knights, D., Willmott, H., (2012) Introducing Organizational Behaviour and Management (2nd edition) Andover: South Western/Cengage	☐
Further	Boddy, D., (2011) Management: An Introduction (5th edition) Harlow: Pearson	☐
Further	Grey, C., (2017) A Very Short, Fairly Interesting and Reasonably Cheap Book about Studying Organisations (4th edition) London: Sage	☐
Further	Martin, J., Fellenz, M., (2010) Organizational Behaviour and Management (4th edition) Andover: South Western/Cengage	☐

Community Engagement

MODULE CODE: LCBB4002
TITLE: Community Engagement
DATED: 13/06/2018

LEVEL: 4
CREDITS: 20

JACS CODE: N200

AIM(S)

- To provide a practical experience - to help prepare for employment and to understand the relationship of theory into practice.
- To allow the student to create, evaluate, apply, and assess ideas and solutions, it will also generate an increased awareness of personal skills and the importance of continuous learning and reflection.

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to:

- understand and evaluate the concept of transferable skills, and how to adapt them to the requirements of an organisational setting (Organisational analysis and Reflective evaluation);
- evaluate concepts of community and of personal development, and ways of reviewing and extending interpersonal skills (reflective evaluation) applying theoretical concepts and creative problem solving to real situations (Praxis - theory to practice).

INDICATIVE CONTENT

- Theory into practice
- Project management
- Operations management
- Time management
- Creative problem solving
- Reflection and learning styles
- Verbal and non-verbal communication skills
- Self-presentation and professionalism

LEARNING AND TEACHING STRATEGY

The study time for the module is divided as follows:

Activity type	Hours	Percentage
Scheduled learning	30	15%
Independent learning	150	75%
Engagement Experience	20	10%
TOTAL	200	100%

ASSESSMENT

Assessment Component 1

(Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Essay	2000 words	50%

Assessment Component 2

(Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Reflective Evaluation (report)	2000 words	50%

Assessment Summary

Activity type	Percentage
Written exam	0%
Coursework	100%
Practical	0%
TOTAL	100%

READING LIST

Module Code	LCBB4002	
Module Title	Community Engagement	
Classification	Reading List entry	Electronic*
Essential	Moon, J., (2004) A handbook of reflective practice and experimental learning: theory and practice. UK: Routledge.	☐
Essential	Day, G., (2006) Community and Everyday Life. UK: Routledge	☐
Essential	Gilchrist, A., (2009). The Well-Connected Community, a networking approach to Community Development. London: Policy Press	☐
Further	Rochester, C., Ellis Paine, A., Howlett, S., (2012). Volunteering and Society in the 21st Century. Palgrave: Macmillan	☐
Further	Hart, A., Maddison, E., Wolff, D., (eds) (2007) Community-University Partnerships in Practice. Leicester: National Institute of Adult Continuing Education.	☐

Marketing Fundamentals

MODULE CODE: LCBB4004
TITLE: Marketing Fundamentals
DATED: 13/06/2018

LEVEL: 4
CREDITS: 20

JACS CODE: N500

AIM(S)

- To provide the student with the knowledge of current activities and trends in marketing.
- To encourage the student to explore the range of possibilities and future opportunities in this field.

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to:

- assess the development of marketing in creating value for customers;
- identify relevant stakeholders and assess their impact on the marketing activities of the organisation;
- understand the processes and stages of marketing, including the role of the marketing environment, marketing research and the marketing mix.

INDICATIVE CONTENT

- The Marketing Concept.
- Marketing: past, present and future.
- Customers and other stakeholders.
- Marketing strategy and planning.
- Macro and micro environment.
- Marketing information and research.
- Segmentation, targeting and positioning.
- Branding.
- The Marketing Mix and 7 P's.

LEARNING AND TEACHING STRATEGY

The study time for the module is divided as follows:

Activity type	Hours	Percentage
Scheduled learning	50	25%
Independent learning	150	75%
Placement learning	0	0%
TOTAL	200	100%

ASSESSMENT

Assessment Component 1

(Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Group Report	1500 words	30%

Assessment Component 2

(Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Essay	3500 words	70%

Assessment Summary

Activity type	Percentage
Written exam	0%
Coursework	100%
Practical	0%
TOTAL	100%

READING LIST

Module Code	LCBB4004	
Module Title	Marketing Fundamentals	
Classification	Reading List entry	Electronic*
Essential	Kotler P, Armstrong G, Harris, L, Piercy, N., (2017), Principles of Marketing, 7 th Edition, Pearson	☐
Essential	Blythe, J., (2014), Principles and Practice of Marketing, 3rd edition, Sage	☐
Essential	Baines, P., Fill C., Page, K., (2014) Marketing, Oxford, 2 nd edition	☐
Further	Clow, K., Baack, D., (2013), Integrated Advertising, Promotion and Marketing Communications 6e, Pearson	☐
Further	Housden, M., (2010), Marketing Information and Research, Butterworth Heinemann	☐
Further	Jobber, D., (2016) Principles and Practice of Marketing, McGraw Hill 8 th edition	☐

The Global Business Environment

MODULE CODE: LCBB4005
TITLE: The Global Business Environment
DATED: 13/06/2018

LEVEL: 4
CREDITS: 20

JACS CODE: N200

AIM(S)

- To provide the student with the knowledge of basic economic concepts and business models which are considered relevant in understanding the role of international businesses in the global economy.
- To introduce the student to environmental forces and business factors that shape the micro and macro environment for international businesses.
- To examine how these forces may influence business decisions, and shape business strategy and operations in the modern global economy.

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to:

- recognise the major forces shaping the global business environment, and gain an understanding of the changing global business environment;
- apply relevant business models (Porter's Diamond, Value Network, Five Forces, etc.) within the context of an international environmental analysis (PESTEL);
- identify, and critically evaluate, the reasons why organisations engage in international trade;
- assess markets in action, understanding their micro-economic and macro-economic foundations, different market structures and their influence on firm strategy, long-run and short-run changes, and major features of the current international economy.

INDICATIVE CONTENT

- PESTEL analysis to assess the external business environment, which includes an individual discussion of each of the forces separately, as well as the various Models to analyse the competitive environment, such as Porter's Five Forces.
- Basic strategic management tools relevant for an internal analysis of organisations, such as Porter's Generic Strategies, Boston Consulting Group Matrix, Value Chain etc.
- Features of major regional trading groups, such as the European Union, NAFTA, etc.
- Current levels, and trends, of global trade and business.
- Characteristics and relevance of key organisations.

- Features of international trade, such as exchange rate, import/export regulations, etc.
- Basic economic concepts, such as supply and demand, price elasticities, cost analysis etc.

LEARNING AND TEACHING STRATEGY

The study time for the module is divided as follows:

Activity type	Hours	Percentage
Scheduled learning	50	25%
Independent learning	150	75%
Placement learning	0	0%
TOTAL	200	100%

ASSESSMENT

Assessment Component 1 (Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Essay	2500 words	50%

Assessment Component 2 (Tick one)

☒ Written exam ☐ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Exam	120 minutes	50%

Assessment Summary

Activity type	Percentage
Written exam	50%
Coursework	50%
Practical	0%
TOTAL	100%

READING LIST

Module Code	LCBB4005	
Module Title	The Global Business Environment	
Classification	Reading List entry	Electronic*
Essential	Morrison, J., (2016) The Global Business Environment Challenges and Responsibilities, 4th Edition, Palgrave.	☐
Essential	Johnson, Whittington, Scholes, Angwin and Regner (2017) Exploring Strategy: Text and Cases, 11 th Edition, Pearson Education.	☐
Essential	Worthington, I., Britton, C., (2014) The Business Environment, 7 th Edition, Pearson	☐
Further	Palmer A., Hartley, B., (2012), 'The Business Environment', 6th Edition, McGraw-Hill International Edition	☐
Further	Atrill, P., McLaney, E., (2012) Accounting and finance for non-specialists, 8th Edition, Harlow: Prentice Hall Atrill, P., McLaney, E., (2012) Accounting and finance for non-specialists, 8th Edition, Harlow:Prentice Hall	☐
Further	Daniels, D., Radebaugh, H., Sullivan, D., (2014) International Business – Environments and Operations, 15 th Edition, Pearson	☐
Further	Sloman, J., Hinde, K., Garratt, D., (2013) Economics for Business, Pearson	☐
Further	Griffiths, A., Stuart, W., (2011) Economics for Business and Management 3rd Edition, Prentice Hall	☐

INTRODUCTION TO LEVEL 5 MODULES

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LEVEL 5 MODULES

BA BUSINESS MANAGEMENT

BA Business Management (2 Year)

COMPULSORY MODULES				
Module Code	Module Title	Credits	Term	Module Lead
LCBB5000_LON	Data Handling & Business Intelligence	20	Term 1 (Oct - Jan)	Dr Anupam Mazumdar
LCBB5001_LON	Entrepreneurship	20	Term 1 (Oct- Jan)	Winifred Soribe
LCBB5002_LON	Management Accounting	20	Term 1 (Oct - Jan)	Winifred Soribe
LCBB5003_LON	Management Economics	20	Term 2 (Feb - April)	Dr Taye Osadiya
LCBB5004_LON	Managing People	20	Term 2 (Feb - April)	Tanja Nathan
LCBB5005_LON	Project Management	20	Term 2 (Feb - April)	Joy Botu
Credit Retrieval & Resit Term – No taught modules			Term 3 (Jun - Sep)	

Data Handling & Business Intelligence

MODULE CODE: LCBB5000
TITLE: Data Handling & Business Intelligence
DATED: 13/06/2018

LEVEL: 5
CREDITS: 20

JACS CODE: N200

AIM(S)

- To provide the student with a comprehensive understanding of how data systems work, how their benefits can be optimised.
- To analyse and evaluate the information in the systems in order to obtain maximum benefit.

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to:

- identify and critically evaluate the current trends in data warehousing, business intelligence, and data mining;
- demonstrate a comprehensive knowledge and systematic understanding of essential concepts and principles, by using predictive analytic software.

INDICATIVE CONTENT

- Knowledge management fundamentals.
- Database systems and management.
- Data governance, architecture and analysis.
- Data security and quality management.
- Data warehousing and business intelligence.
- Practical issues in data management.
- Online Analytic Processing (OLAP).
- The Data Mining Cycle.
- Reporting.

LEARNING AND TEACHING STRATEGY

The study time for the module is divided as follows:

Activity type	Hours	Percentage
Scheduled learning	50	25%
Independent learning	150	75%
Placement learning	0	0%
TOTAL	200	100%

ASSESSMENT

Assessment Component 1 (Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Written Report	1250 words	25%

Assessment Component 2 (Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Essay	3000	75%

Assessment Summary

Activity type	Percentage
Written exam	0%
Coursework	100%
Practical	0%
TOTAL	100%

READING LIST

Module Code	LCBB5000	
Module Title	Data Handling & Business Intelligence	
Classification	Reading List entry	Electronic*
Essential	Sharda, R., Dursun, D., Turban, E., (2014) Business Intelligence and Analytics, Systems for Decision Support, 3rd Edition, Pearson, Boston, MA.	☐
Essential	Whitten, I., Frank, E., Hall, M., Pal, C., (2017) Data Mining: Practical Machine Learning Tools and Techniques, 4 th Edition, Morgan Kaufman.	☐

Essential	Connolly, T., Begg, C., (2014), Database Systems: A Practical Approach to Design, Implementation, and Management, 5th Ed., Pearson, Boston, MA.	☐
Further	Collier, K., (2011) Agile Analytics: A Value-Driven Approach to Business Intelligence and Data Warehousing: Delivering the Promise of Business Intelligence, Addison-Wesley	☐
Further	Howson, C., (2013), Successful Business Intelligence, Second Edition: Unlock the Value of BI & Big Data. 2nd Edition, McGraw-Hill Education.	☐
Further	Ishikawa, A., Nakagawa, J., (2013) Introduction to Knowledge Information Strategy, An: From Business Intelligence to Knowledge Sciences, World Scientific Publishing	☐
Further	Han, J., Pei, J., Kamber, M., (2011) Data Mining: Concepts and Techniques. 3 rd Edition, Morgan Kaufmann	☐

Entrepreneurship

MODULE CODE: LCBB5001
TITLE: Entrepreneurship
DATED: 13/06/2018

LEVEL: 5
CREDITS: 20

JACS CODE: N212

AIM(S)

- To introduce the concept of entrepreneurship and gives the student the theoretical and practical knowledge to engage in the entrepreneurial process.
- To critically evaluate current and emerging entrepreneurial themes, and through an investigation of a specific market with the production of a professional business plan.

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to:

- evaluate the theoretical knowledge of entrepreneurship;
- apply the methods and techniques that they have learned, to review, consolidate, extend, and apply their knowledge and understanding, to initiate and carry out a Business Plan.

INDICATIVE CONTENT

- Defining entrepreneurship and enterprise. The importance of entrepreneurship in the economy.
- Different perspectives in understanding entrepreneurship.
- Entrepreneurial traits and motivations.
- The role of the entrepreneur: Managerial versus entrepreneurial mind-set. Skills, attitudes, and behaviours associated with entrepreneurs.
- Developing entrepreneurial skills.
- Developing new ideas, products, and services.
- How to develop a business model.
- The business planning process – analysis, choice, and implementation – mainly as relevant to micro business and SMEs.
- Business description: business ownership/legal formats, mission, and objectives.
- The market and competitors: analysis of the macro/micro environment using frameworks such as SWOT, SLEPT, Porter's 5 forces; frameworks and techniques to investigate competitors, and understand customers, including industry analysis and

market research.

- The marketing plan (segmentation and targeting, product, price, promotion, business premises/distribution, service issues).
- Management and human resources plan: people/staffing issues, including hiring and firing.
- Operations and production plan: production facilities, IT requirements, and intellectual property rights issues such as copyright, trademarks, and patents.
- Financial plan: e.g. sources of finance to start-up a business, costings, breakeven analysis, cash flow predictions, profit and loss accounts.
- Pitching the idea/plan: presentation techniques, documentation conventions.

LEARNING AND TEACHING STRATEGY

The study time for the module is divided as follows:

Activity type	Hours	Percentage
Scheduled learning	50	25%
Independent learning	150	75%
Placement learning	0	0%
TOTAL	200	100%

ASSESSMENT

Assessment Component 1 (Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Written Report	2000 words	50%

Assessment Component 2 (Tick one)

☐ Written exam ☐ Coursework ☒ Practical

Mode of assessment	Volume	Weighting
Presentation and Report	10 Minutes and 1500 words	50%

Assessment Summary

Activity type	Percentage
Written exam	0%
Coursework	50%
Practical	50%
TOTAL	100%

READING LIST

Module Code	LCBB5001	
Module Title	Entrepreneurship	
Classification	Reading List entry	Electronic*
Essential	Barringer, B., Ireland, D., (2016) Entrepreneurship: Successfully Launching New Ventures 5 th Edition, Pearson	☐
Essential	Williams, S. (2016) FT Guide to Business Start Up 2016: The Most Comprehensive Annually Updated Guide for Entrepreneurs (The FT Guides), 1 st Edition, FT Publishing International	☐
Essential	Rickman, C., Roddick, A., (2005) The Small Business Start-up Workbook: A step-by-step guide to starting the business you've dreamed of. How To Books	☐
Further	Scarborough, N., Cornwall, J., (2015) Essentials of Entrepreneurship and Small Business Management, Global Edition, 8 th edition, Pearson;	☐
Further	Mariotti, S., Glackin, C., (2015) Entrepreneurship: Starting and Operating a Small Business, 4 th Edition, Pearson	☐
Further	Blackwell, E. (2011), How to Prepare a Business Plan: Planning for Successful Start-up and Expansion, (5th Ed) Sunday Times Business Enterprise Series, Kogan Page	☐
Further	Blackwell, E., (2011), How to Prepare a Business Plan: Planning for Successful Start-up and Expansion, (5th Ed) Sunday Times Business Enterprise Series, Kogan Page	☐

Management Accounting

MODULE CODE: LCBB5002
TITLE: Management Accounting
DATED: 13/06/2018

LEVEL: 5
CREDITS: 20

JACS CODE: N411

AIM(S)

- To develop a critical understanding of the principles, concepts and applications of cost and management accounting.
- To encourage and develop the student's ability to generate information for product and service costing, budgeting, and performance measurement and evaluation.

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to:

- analyse and evaluate the informational requirements of management, particularly in relation to decisions involving revenues and costs, and other financial criteria;
- select, and apply, appropriate cost and management accounting methods and techniques;
- demonstrate an ability to produce functional and master budgets for a variety of business scenarios, and be able to monitor and evaluate performance based on the targets and standards therein.

INDICATIVE CONTENT

- Product and service costing. Calculation of prime cost, production cost, and total cost, using the product cost structure. Absorption costing.
- Process costing, identification of cost units, valuation of process transfer and work in progress using equivalent units.
- Cost volume profit analysis; cost behaviour, marginal v absorption costing, costing for short and long-term decision making, use of marginal costing, limiting factors/ constraints.
- Introduction to budgeting, cash budgets, and working capital management.
- Functional and master budgets, sales, materials, labour, and overhead budgets.
- Introduction to standard costing, identification of criteria for standard setting, types of standards.

LEARNING AND TEACHING STRATEGY

The study time for the module is divided as follows:

Activity type	Hours	Percentage
Scheduled learning	50	25%
Independent learning	150	75%
Placement learning	0	0%
TOTAL	200	100%

ASSESSMENT

Assessment Component 1

(Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Report	1500 words	30%

Assessment Component 2

(Tick one)

☒ Written exam ☐ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Exam	180 minutes	70%

Assessment Summary

Activity type	Percentage
Written exam	70%
Coursework	30%
Practical	0%
TOTAL	100%

READING LIST

Module Code	LLBB5002	
Module Title	Management Accounting	
Classification	Reading List entry	Electronic*
Essential	Drury, C., (2012) Management and Cost Accounting, London: Thomson Business Press.	☐
Essential	Atrill, P., McLaney E., (2012) Management Accounting for Decision Makers, FT Prentice Hall	☐
Essential	Seal W, Garrison R, Noreen, E., Rohde, C., (2014) Management Accounting. McGraw Hill Education	☐
Further	Horngren, T., Forster, G., (2003) (11th Ed) Cost Accounting, A Managerial Emphasis, London: Prentice Hall International	☐
Further	Noreen, E., (2011) Management Accounting, McGraw Hill	☐

Management Economics

MODULE CODE: LCBB5003
TITLE: Management Economics
DATED: 13/06/2018

LEVEL: 5
CREDITS: 20

JACS CODE: N200

AIM(S)

- To enable students to analyse the internal and external economic forces acting on management decision making.

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to:

- critically evaluate economic data as a guide to policy making, within an international, national and organisational context;
- apply a number of different economic concepts (supply and demand, price elasticity, cost analysis) with respect to managerial decision-making in organisations;
- analyse the impact of government policy on markets, and its effect on managerial decisions.

INDICATIVE CONTENT

- An analysis of market supply, demand, price formation, and elasticities; the application of such theory to managerial decision-making.
- An analysis of business costs, in both short run and long run, and their part in decisions on resource allocation.
- An assessment of the impact on the economy, and the economics of developing policy, on sustainability, enterprise, social responsibility, and global trends in management decision-making.
- A critical evaluation of the main market structures (perfect market, monopoly, imperfect market and oligopoly), competition and cooperation models, and an analysis of the significance of each in resource allocation.
- An analysis of government influence on markets, and its effect on managerial decisions and the international business environment.
- The role of the state versus the role of markets: public services and privatisation; externalities and environmental costs; the impact of government policy; relevant legal framework, including - competition, mergers, consumer protection, and employment policies.

LEARNING AND TEACHING STRATEGY

The study time for the module is divided as follows:

Activity type	Hours	Percentage
Scheduled learning	50	25%
Independent learning	150	75%
Placement learning	0	0%
TOTAL	200	100%

ASSESSMENT

Assessment Component 1 (Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Essay	2500 words	50%

Assessment Component 2 (Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Essay	2500 words	50%

Assessment Summary

Activity type	Percentage
Written exam	0%
Coursework	100%
Practical	0%
TOTAL	100%

READING LIST

Module Code	LCBB5003	
Module Title	Management Economics	
Classification	Reading List entry	Electronic*
Essential	Samuelson, W., Marks, S., (2010) Managerial Economics, Study Guide, London, John Wiley & Sons	☐
Essential	Sloman, J., Hinde, K., Garrat (2013) Economics for Business, Harlow, Pearson	☐
Essential	Sloman, J., Jones, E., (2011): Economics and the Business Environment, Edinburgh, Prentice Hall	☐
Further	Griffiths, A., Stuart, W., (2011) Economics for Business and Management 3rd Edition, Prentice Hall	☐
Further	Keat, P., Young, P., (2005) Managerial Economics-Economic Tools for Today's Decision Makers, 5 th Edition.	☐

Further	Levitt, S., Dubner, S., (2010): Freakonomics: A Rogue Economist Explores the Hidden Side of Everything, London, Penguin	☐
Further	Baye, M., (2013): Managerial Economics & Business Strategy, London, FT/Prentice Hall	☐

Managing People

MODULE CODE: LCBB5004
TITLE: Managing People
DATED: 13/06/2018

LEVEL: 5
CREDITS: 20

JACS CODE: N600

AIM(S)

- To develop the student's knowledge and understanding of the strategic approaches organisations take to attract, develop, and retain key talent, in a way which supports the sustainability of an organisation. This module will also explore strategies and methods used by employers to create an advantage over their competitors, through the effective management of Human Resources.

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to:

- demonstrate a critical understanding of the business environment within which personnel professionals work, and analyse how the management of resourcing an organisation is influenced by internal and external factors;
- evaluate theoretical and real life approaches used by organisations to attract, engage, deploy, and retain people, in a manner which encourages high performance from individuals, in pursuit of organisation objectives and sustainable competitive advantage.

INDICATIVE CONTENT

- The role of the Human Resources function within varying sectors, and within small, medium, and large enterprises.
- The changing nature of internal and external environments, and how these changes influence Human Resource Strategy.
- Approaches which organisations take to securing (attracting, selecting, developing, and retaining) appropriate skills which will drive sustained organisation performance.
- The role of learning and development within an organisational context.
- Strategies which organisations use to develop key talent in order to create sustainable competitive advantage through people.
- Processes of engaging employees in order to bring about high performance in the workplace; approaches to managing under-performance.
- Ethics and professionalism; commitment to equality of opportunity; managing diversity.

LEARNING AND TEACHING STRATEGY

The study time for the module is divided as follows:

Activity type	Hours	Percentage
Scheduled learning	50	25%
Independent learning	150	75%
Placement learning	0	0%
TOTAL	200	100%

ASSESSMENT

Assessment Component 1 (Tick one)

☐ Written exam ☐ Coursework ☒ Practical

Mode of assessment	Volume	Weighting
Individual Presentation	15 minutes	50%

Assessment Component 2 (Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Essay	2000 words	50%

Assessment Summary

Activity type	Percentage
Written exam	0%
Coursework	50%
Practical	50%
TOTAL	100%

READING LIST

Module Code	LCBB5004	
Module Title	Managing People	
Classification	Reading List entry	Electronic*
Essential	Armstrong, M., Taylor, S., (2017) Armstrong's Handbook of Human Resource Management Practice, 14 th Edition, Kogan Page	☐
Essential	Torrington, D., Hall, L., Taylor, S., Atkinson, C., (2014) Human Resource Management 9th Edition, Pearson	☐
Essential	Taylor, S., (2010) Resourcing and talent management. 5th ed. London: Chartered Institute of Personnel and Development.	☐

Further	Marchington, M., Wilkinson, A., (2012) Human resource management at work. 5th ed. London: Chartered Institute of Personnel and Development	☐
Further	Pilbeam, S., Corbridge, M., (2010) People resourcing and talent planning: HRM in practice. 4 th ed. Harlow: Financial Times/Prentice Hall	☐
Further	Taylor, S., Woodhams, C., (2012) Managing People and Organisations. London: Chartered Institute of Personnel and Development.	☐

Project Management

MODULE CODE: LCBB5005
TITLE: Project Management
DATED: 13/06/2018

LEVEL: 5
CREDITS: 20

JACS CODE: N213

AIM(S)

- To enable the student to critically evaluate current and emerging project management methodologies, and recognise how to apply them to real world situations

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to:

- identify, and critically evaluate, the appropriateness and limitations of the main project management methodologies;
- apply concepts and principles of project management to a real-world scenario and, in so doing, be able to make a successful contribution to any project environment.

INDICATIVE CONTENT

- Identifying the project lifecycle.
- Developing a project methodology.
- Aspects of PRINCE 2.
- PMP.
- Understanding projects and project management.
- Exploring project management software options.
- Gathering requirements.
- Identifying deliverables and success criteria.
- Creating a scope statement.
- Identifying stakeholders.
- Building a work breakdown structure.
- Identifying resources.
- Building a schedule.
- Creating a risk management plan.

- Developing a change management plan.
- Understanding team dynamics.
- Gathering data.
- Evaluating project schedule and cost performance.
- Documenting lessons learned.
- Closing contracts, accounts, and transitioning.

LEARNING AND TEACHING STRATEGY

The study time for the module is divided as follows:

Activity type	Hours	Percentage
Scheduled learning	50	25%
Independent learning	150	75%
Placement learning	0	0%
TOTAL	200	100%

ASSESSMENT

Assessment Component 1 (Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Essay - Project Plan	2500 words	50%

Assessment Component 2 (Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Essay	2500 words	50%

Assessment Summary

Activity type	Percentage
Written exam	0%
Coursework	100%
Practical	0%
TOTAL	100%

READING LIST

Module Code	LCBB5005	
Module Title	Project Management	
Classification	Reading List entry	Electronic*
Essential	Hedeman, B., Seegers, R., (2009), PRINCE2 Edition 2009: A Pocket Guide (Prince2: A Pocket Guide) Van Haren Publishing: NL	☐
Essential	Lawton, I., (2017) Made Simple: Updated 2017 Version. 2nd Revised edition, P2MS Press	☐
Essential	Murray-Webster, R., Simon, P., (2007) Starting Out in Project Management: A Study Guide for the APM Introductory Certificate in Project Management, 2nd Ed., Association for Project Management (APM): Beds	☐
Further	Kidston, P., (2015) Planning, Scheduling, Monitoring and Control: The Practical Project Management of Time, Cost and Risk. Association for Project Management (APM).	☐
Further	Highsmith, J., (2009) Agile Project Management: Creating Innovative Products, 2nd Ed., Addison-Wesley Professional	☐
Further	Burke, R., (2013), Project Management Planning and Control Techniques, 5th ed. Wiley: West Sussex	☐
Further	PMI (2017) The Guide to the Project Management Body of Knowledge (PMBok), 6th Edition, PMI.	☐

INTRODUCTION TO LEVEL 6 MODULES

This Module Directory includes all the modules for Level 6 within the Bachelor of Arts Business Management in the academic year 2020-2021.

This directory accompanies the Programme of Study Handbook, which will provide you with details of which modules you will be studying for your programme this year in the 'Programme of Study' section. This directory may include modules that are running on other programmes of study within your Academic Discipline/Institute. If you require assistance in identifying the modules for your programme of study, please contact the Programme Manager (whose name and contact details are provided in the accompanying Programme of Study Handbook), or the London Campus Student Services.

The University has made every effort to make the information as full and as accurate as possible, but you should note that minor changes in the organisation of modules between the planning stage and the actual teaching are inevitable. We shall try to keep any such changes to a minimum, and you will receive plenty of advance warning in the event of any alteration. We would also be grateful if you would let us know about any changes that you think might be helpful if introduced into future handbooks.

LEVEL 6 MODULES

BA Business Management (3 Year)

COMPULSORY MODULES				
Module Code	Module Title	Credits	Term	Module Lead
LCBB6000_LON	Dissertation	40 (2 terms)	Term 1 (Oct - Jan)	Dr Anupam Mazumdar
LCBB6001_LON	International Business Communications	20	Term 1 (Oct - Jan)	Husam Helmi
LCBB6003_LON	Leadership and Management Theory and Practice	20	Term 1 (Oct - Jan)	Dr Taye Osadiya
LCBB6000_LON	Dissertation	40 (2 terms)	Term 2 (Feb - April)	Dr Anupam Mazumdar
LCBB6002_LON	International Financial Management	20	Term 2 (Feb - April)	Dr Taye Osadiya
LCBB6004_LON	Strategic Management and Sustainability	20	Term 2 (Feb - April)	Dr John-Paul Okeke
Credit Retrieval & Resit Term – No taught modules			Term 3 (Jun - Sep)	

Dissertation

MODULE CODE: LCBB6000
TITLE: Dissertation
DATED: 13/06/2018

LEVEL: 6
CREDITS: 40

JACS CODE: N200

AIM(S)

- The dissertation provides an opportunity for students to produce a substantial body of work which has been instigated, developed and produced as a consequence of their own initiative. The dissertation normally arises from individual interest, or from a professional internship period, but will require the student to undertake an independent research investigation. In this context, it will also aim to allow the student to apply a range of analytical skills and techniques, and to develop research-based skills by undertaking structured and methodical research.

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to:

- develop a suitable and appropriate research proposal;
- critically appraise the literature pertaining to a problem domain;
- evaluate, select and apply relevant research techniques in both primary and secondary fields;
- rigorously analyse the evidence gathered;
- generate and justify appropriate conclusions based on the previous analyses, demonstrating awareness of the limitations of the research;
- produce an organised and structured document that adheres to academic convention.

INDICATIVE CONTENT

- Developing and structuring a research proposal: problem identification, formulating.
- Aims/hypotheses, sampling, ethical issues, and the practicalities of design.
- Research principles and approaches (e.g. the research process, purpose, sources of data including primary/secondary research, quantitative/qualitative data, objective/hypothesis formation, reliability, validity, generalisability).
- Research design strategies, (e.g. action research, experiments, surveys, case studies, ethnography), their advantages and limitations, and their suitability to a variety of research contexts.
- Data collection & sampling methods (e.g. interviews, questionnaires, observation),

- and their advantages and limitations in a variety of contexts.
- Data analysis of both qualitative and quantitative information, including the use of appropriate computer software, e.g. SPSS, Survey Monkey.
- Development of documentation for academic dissertations.
- Subject-specific content as required.

LEARNING AND TEACHING STRATEGY

The study time for the module is divided as follows:

Activity type	Hours	Percentage
Scheduled learning	40	10%
Independent learning	360	90%
Placement learning	0	0%
TOTAL	400	100%

ASSESSMENT

Assessment Component 1 (Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
A written research proposal	1,500- 2,000 words	10%

Assessment Component 2 (Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Individual Dissertation	6,000 words	90%

Assessment Summary

Activity type	Percentage
Written exam	0%
Coursework	100%
Practical	0%
TOTAL	100%

READING LIST

Module Code	LCBB6000	
Module Title	Dissertation	
Classification	Reading List entry	Electronic*
Essential	Bryman, A., Bell, E., (2015) Business Research Methods, 4th Edition,	☐
Essential	Saunders, M., Lewis, P., Thornhill, A., (2012) Research Methods for Business Students, 6th Edition, FT/Prentice Hall: Harlow	☐
Essential	Easterby-Smith, M., Thorpe, R., Jackson, P., (2015) Management and Business Research, 5 th Edition, Sage	☐
Further	Collis, J., Hussey, R., (2013), Business Research, A Practical Guide for Undergraduate and Post Graduate Students, 4th Ed., Palgrave Macmillan: London	☐
Further	Denscombe, M., (2012) Research Proposals: A Practical Guide, Open University Press: Maidenhead	☐
Further	Greetham, B., (2009), How to Write Your Undergraduate Dissertation - Palgrave Study Skills, Palgrave Macmillan: Basingstoke	☐
Further	Robson, C., (2011), Real World Research, 3rd Ed, John Wiley and Sons: Chichester	☐
Further	Yin, R., (2013) Case Study Research: Design and Methods, 4th Ed., Sage: Beverly Hills.	☐

MODULE CODE: LCBB6001
TITLE: International Business Communications
DATED: 13/06/2018

LEVEL: 6
CREDITS: 20

JACS CODE: N200

AIM(S)

- To develop a greater intercultural awareness in international business contexts.
- To develop more effectiveness in business communication in international scenarios, in English.

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to:

- critically understand intercultural communication theories;
- evaluate and interpret divergent international cultures within business;
- analyse business communication situations.

INDICATIVE CONTENT

- Theories of international and intercultural communication (Hofstede, Samovar, Jandt etc.).
- Critical evaluation of cultural sensitivity when doing business with Americans, Latin Americans, Europeans, Africans, Asians, Australians and Middle Easterners.
- English and other languages in International Business Communications (IBC). The importance and relevance of Louhiala-Salminen & Charles (2005) Business English Lingua Franca (BELF) concept.
- Linguistic and Cultural Competency. The different pressures on the 4 types of IBC communicators (full bilinguals, partial bilinguals, unilinguals and first-language speakers) and their effectiveness as managers.
- The principles of IBC demands: language impact, active listening, conflict management, and uncertainty reduction (Gimenez, 2004).
- Communication strategies: managing meetings, challenging/defending an opinion, summarising, asking/answering questions, persuading and compromising etc., to achieve a business objective.
- Barriers to communication: 3Ps - Problem, Process, Product, (Ober, 2009); international cultural sensitivities and information needs.

LEARNING AND TEACHING STRATEGY

The study time for the module is divided as follows:

Activity type	Hours	Percentage
Scheduled learning	50	25%
Independent learning	150	75%
Placement learning	0	0%
TOTAL	200	100%

ASSESSMENT

Assessment Component 1

(Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Essay	2500 words	50%

Assessment Component 2

(Tick one)

☐ Written exam ☐ Coursework ☒ Practical

Mode of assessment	Volume	Weighting
Presentation	15 minutes	50%

Assessment Summary

Activity type	Percentage
Written exam	0%
Coursework	50%
Practical	50%
TOTAL	100%

READING LIST

Module Code	LCBB6001	
Module Title	International Business Communications	
Classification	Reading List entry	Electronic*
Essential	Dignen, B., McMaster, I., (2013) Collins Effective International Business Communication, London: Collins	☐
Essential	Bailey, S., (2015) Academic Writing for International Students of Business. 2 nd Edition, London, Routledge	☐
Essential	Deresky, H., (2013) International Management: Managing Across Borders and Cultures, London, Pearson.	☐
Further	Dignen, B., McMaster, I., (2013) Communication for International Business: The secrets of excellent interpersonal skills, Collins, London	☐

Further	Carte, P., Fox, C., (2008) Bridging the Culture Gap: A Practical Guide to International Business Communication, London, Kogan Page	☐
Further	Stallings, W., (2012) Business Data Communications: International Version, London, Pearson	☐

MODULE CODE: LCBB6002
TITLE: International Financial Management
DATED: 13/06/2018

LEVEL: 6
CREDITS: 20

JACS CODE: N340

AIM(S)

- To provide the student with an understanding of fundamental international financial management techniques;
- To enable the student to develop an analytical approach to financial strategy and the attainment of international corporate objectives.

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to:

- apply and critically evaluate the relevant theoretical framework and models of international financial management;
- evaluate, apply and critically discuss various methods and techniques relating to the financing of an international business;
- apply and critically appraise various theoretical models of corporate value, international cost of capital, and financial structure.

INDICATIVE CONTENT

- Development and critical discussion of various financial management theories, and objectives of the firm; theories of ownership and control; functions of the financial manager; stakeholder theory; dividend policy; efficient market hypothesis.
- Application and critical evaluation of various models and decision factors used in the appraisal of capital projects, including implications of capital rationing.
- Development, application and discussion of the relative merits of various sources of financing a business.
- Discussion of the methods applicable to the efficient management and control of working capital.
- Development, application and critical appraisal of the various theoretical models relating to corporate value, cost of capital and financial structure.
- Application and discussion of foreign exchange markets and risks, and evaluation of appropriate models for managing financial risks.

LEARNING AND TEACHING STRATEGY

The study time for this module is divided as follows:

Activity type	Hours	Percentage
Scheduled learning	50	25%
Independent learning	150	75%
Placement learning	0	0%
TOTAL	200	100%

ASSESSMENT

Assessment Component 1

(Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Written Report	1500 words	30%

Assessment Component 2

(Tick one)

☒ Written exam ☐ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Written examination	3 hours	70%

Assessment Summary

Activity type	Percentage
Written exam	70%
Coursework	30%
Practical	0%
TOTAL	100%

READING LIST

Module Code	LCBB6002	
Module Title	International Financial Management	
Classification	Reading List entry	Electronic*
Essential	Arnold. G., (2012) Corporate Financial Management, Aston, Financial Times, Prentice Hall	☐
Further	Bekaert.G., Hodrick. R., (2011) International Financial Management, 2 nd Ed, Prentice Hall	☐
Further	Arnold, G., (2012) Essentials of Corporate Financial Management, 1 st Ed,. Financial Times, Prentice Hall	☐
Further	Atril, P., (2011) Financial Management for Decision Makers, 4 th Ed,. Financial Times, Prentice Hall	☐
Further	McLaney, E., (2011) Business Finance, 7 th Ed, Financial Times, Prentice Hall	☐

Further	Neale, B., McElroy, T., (2004) Business Finance a Value-based approach, 1 st Ed., Financial Times, Prentice Hall	☒
Further	Pike, R., Neale, B., (2012) Corporate Finance and Investment, 5 th Ed., Financial Times, Prentice Hall	☐
Further	Journals Accounting and Finance Applied Finance International Financial Management and Accounting Corporate Finance Finance and Management Financial Times Harvard Business Review Journal of Finance The Economist	☐
Further	Websites www.fma.org www.accaglobal.com www.bized.ac.uk www.cimaglobal.com www.financial-journals.com www.icaew.co.uk/library.html	☐

Leadership and Management Theory and Practice

MODULE CODE:	LCBB6003
TITLE:	Leadership and Management Theory and Practice
DATED:	13/06/2018
LEVEL:	6
CREDITS:	20
JACS CODE:	N200

AIM(S)

- To develop the student's knowledge and understanding of the dynamics involved in leading people within an organisational context for the success of a business.

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to:

- recognise and evaluate the complexities involved in leading and managing people in organisations, and the practical application of Leadership and Management theory and principles;
- critically evaluate the design and implementation of strategies, which are focused on enhancing the effectiveness of Leaders and Managers, in order to meet current and future organisational needs.

INDICATIVE CONTENT

- The differences between leadership and management, and how this may operate within different organisations.
- Critical evaluation of models and frameworks of leadership and management: traits, styles -, situational, transformational, contingency, and consideration of the appropriateness of each to differing organisational contexts.
- Power of managers and leaders, and follower expectations.
- Leading teams and individuals, building and maintaining productive working relationships, inspiring and empowering employees.
- Contemporary leadership and management development issues.
- Evaluate different approaches to developing leadership and management skills.
- Assess the value of management and leadership, and development, to organisational success.

LEARNING AND TEACHING STRATEGY

The study time for the module is divided as follows:

Activity type	Hours	Percentage
Scheduled learning	50	25%
Independent learning	150	75%
Placement learning	0	0%
TOTAL	200	100%

ASSESSMENT

Assessment Component 1

(Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Essay	2000 words	50%

Assessment Component 2

(Tick one)

☐ Written exam ☐ Coursework ☒ Practical

Mode of assessment	Volume	Weighting
Group Report and Presentation	Individual 500 words (per person) 15 minutes (per person)	50%

Assessment Summary

Activity type	Percentage
Written exam	0%
Coursework	50%
Practical	50%
TOTAL	100%

READING LIST

Module Code	LCBB6003	
Module Title	Leadership and Management Theory and Practice	
Classification	Reading List entry	Electronic*
Essential	Northouse, P., (2015) <i>Leadership: theory and practice</i> 7 th edn. London: Sage	☐
Essential	Iszatt-White, M., Saunders, C. (2014) <i>Leadership</i> . Oxford: Oxford University Press	☐
Essential	Bass, B., (2008) <i>The Bass handbook of leadership: theory, research and managerial applications</i> . New York: Free Press.	☐
Further	Gill, R., (2011) <i>Theory and practice of leadership</i> 2 nd Edition London: Sage.	☐

Further	Schedlitzki, D., Edwards, G., (2014). Studying leadership: traditional and critical approaches. London: Sage	☐
Further	Yukl, G., (2012) Leadership in organisation: global edition (8th edn) Harlow: Pearson	☐

MODULE CODE: LCBB6004
TITLE: Strategic Management and Sustainability
DATED: 13/06/2018

LEVEL: 6
CREDITS: 20

JACS CODE: N211

AIM(S)

- To enable students focus on the techniques involved in the formation and implementation of a strategy within an organisation.
- To provide an understanding of the nature of strategic analysis, strategy formulation and its implementation.

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to:

- examine the relationship between the external context of an organisation and its internal context, and how these impact on its strategies;
- critically evaluate the competitive and development strategies of an organisation in the context of contemporary strategic management issues;
- analyse the factors that must be considered by an organisation in the implementation of a strategy.

INDICATIVE CONTENT

- The strategy process - the nature of strategic management, of strategy, the strategy process and the strategic context, and the role of the management structure.
- Organisational aims & objectives - the concept of "mission" and its relevance to firm strategy - Different types of organizations & objectives (profit maximizing, not-for-profit).
- Strategic analysis and capability: diagnosing and analysing strategic capability; the external environmental assessment; the remote environment, the market environment, the industry environment and national competitiveness (Porter's Five Forces, PEST); the internal environmental analysis, resources and capabilities; the resource-based view of the firm; the analysis of the environment and strategy issues in key regions of the world (EU, North America, Japan, China, India, and other emerging markets); the situational analysis (the SWOT vs TOWS matrices).
- Strategy formulation: functional and business level strategies, strategic positioning, competitive advantage, Generic Strategies, The Strategy Clock; corporate level strategies; growth, direction, Ansoff's Matrix; limited vs. substantive growth strategies (diversification, integration, mergers and acquisitions).

- Strategy Implementation - Structures and control systems in an international context (organizational structures; the integration v. responsiveness matrix; the global factory), International production strategy (R&D and innovation, international logistics, different kinds of global production systems, strategic management of International production strategy) - International business strategy (localisation strategy, international strategy, global standardization strategy, transnational strategy) and entry routes to foreign markets.
- Sustainability - The impact of the ecological environment on business strategy - Scientific evidence and uncertainty - Global and legal aspects - Corporate governance and stakeholder expectation - Resource usage and cost implications - Product development and revenue opportunities - Operational issues including process research, waste management, energy efficiency, transport and location.

LEARNING AND TEACHING STRATEGY

The study time for the module is divided as follows:

Activity type	Hours	Percentage
Scheduled learning	50	25%
Independent learning	150	75%
Placement learning	0	0%
TOTAL	200	100%

ASSESSMENT

Assessment Component 1 (Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Written Report	2500 words	50%

Assessment Component 2 (Tick one)

☒ Written exam ☐ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Written examination	2 hours	50%

Assessment Summary

Activity type	Percentage
Written exam	50%
Coursework	50%
Practical	0%
TOTAL	100%

READING LIST

Module Code	LCBB6004	
Module Title	Strategic Management and Sustainability	
Classification	Reading List entry	Electronic*
Essential	Johnson, G., Scholes, K., Whittington, R., (2010) Exploring Corporate Strategy: Text and Cases, Harlow: FT Prentice Hall	☐
Essential	Lynch, R., (2005) Corporate Strategy, Harlow: FT Prentice Hall	☐
Further	Mintzberg, H., Ahlstrand, B., Lampel, J., (2008) Strategy Safari: The Complete Guide Through the Wilds of Strategic Management, Harlow: FT Prentice Hall.	☐
Further	Porter, M., (2004) Competitive Strategy: Techniques for Analysing Industries and Competitors, Boston: Freepress	☐
Further	Porter, M., (2004) Competitive Advantage: Creating and Sustaining Superior Performance, Boston: Freepress	☐
Further	Thompson, A., Strickland, A., Gamble, J., Peteraf, M., Janes, A., Sutton, C., (2013) Crafting and Executing Strategy: The Quest for Competitive Advantage: Concepts and Cases, London: McGraw-Hill, Irwin	☐
Further	De Wit, B., Meyer., R., (2010) Strategy: Process, Content, Context: an international Perspective, Andover: South Western Publishing	☐
Further	Porter, M., (2008) On Competition, Harvard: Boston: Harvard Business Review Book	☐
Further	Ridderstrål, J., Nordström, K., (2007) Funky Business, Harlow: FT Prentice Hall	☐
Further	Thompson, J., Martin, F., (2010) Strategic Management Awareness and Change, London: Thompson Learning	
Further	Journals British Journal of Management Harvard Business Review Harvard Business Review Journal of Business Strategy Strategic Management Journal Long Range Planning Management Review Management Today Strategic Management Journal	
Further	Websites http://www.booksites.net http://www.cim.co.uk http://www.cim.co.uk/knowledgehub http://www.connectedinmarketing.com http://cyberatlas.internet.com http://www.emarketer.com http://marketing.haynet.com	