



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

MODULE DIRECTORY

Master of Business Administration

LEVEL 7

SCHOOL OF BUSINESS

FACULTY OF MANAGEMENT AND HEALTH

2026-2027

CONTENTS PAGE

Page No

INTRODUCTION.....	1
MODULES	2

INTRODUCTION

This Module Directory includes all the modules for Level 7 within the MBA (Swan-Carm) portfolio in the academic year 2026-2027.

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 School/Faculty. 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 relevant Faculty Office.

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.

MODULES

Module Code	BMMB7005 / BMMB7005D
Title	Finance for Business Managers
Date	14/12/2022
Level	7
Credits	20
Pre-Requisites	None

AIM(S)

- To provide students with an overview of financial (accounting) statements and related theories in order to develop a comprehensive and critical understanding of financial techniques and processes which enable management to evaluate and make strategic decisions in the context of competitive environments.

LEARNING OUTCOMES

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

- research, apply and critically evaluate a variety of financial assessment techniques for application to a case study;
- research, evaluate and critically discuss various issues and theoretical frameworks used in the management and control of financial resources.

INDICATIVE CONTENT

- Financial statements as a means of communication; users of financial information; ratio analysis; trend analysis; interlinking of ratio results; comparison with similar sized businesses and industry sector norms; recommendations and conclusions; follow-up analysis and interpretation; critical appraisal of techniques.
- Objectives of working capital management; methods of financing working capital (short and long term financing requirements); management and control of trade credit and trade debt; cash management, cash operating cycle, management of stocks; evaluation of conflicting aims.
- Project appraisal including payback, APR, NPV, IRR; decision to make, buy or lease; effects of capital rationing, taxation and inflation; project appraisal; post-completion audit and critical appraisal of the techniques applied.
- Corporate failure; corporate failure prediction models, ethical banking.

Study Time Allocation

The study time for the module is divided as follows:

Activity type	Hours	Percentage
Scheduled learning	40	20%
Independent learning	160	80%
Placement learning	0	0%
TOTAL	200	100%

ASSESSMENT

Assessment Component 1 (Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Written assignment	5000 words	100%

Assessment Summary

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

INDICATIVE READING LIST

Module Code	BMMB7005 / BMMB7005D	
Module Title	Finance for Business Managers	
Classification	Reading List entry	Electronic*
Essential	Atrill, P. (2019) <i>Financial Management for Decision Makers</i> . 9th edn. Pearson.	☒
Essential	Bekaert, G. (2017). 3rd edn. Cambridge University Press.	☒
Further	Bhimani, A. (2022) <i>Financial Management for technology Start-ups: A Handbook for Growth</i> . 2 nd Edition Kogan Page.	☐
Further	Drury, C. (2020) <i>Management and Cost Accounting</i> . 11th edn. Cengage.	☐
Further	Financial Institutions Management: a Risk Management Approach, New York: McGraw Hill.	☐
Further	Financial Management (CIMA)	☒
Further	Journal of Accounting, Finance & Management Strategy	☒
Further	Journal of Finance	☒
Further	Kersten, R. et al (2017) <i>Small Firms, large Impact? A systematic review of the SME Finance Literature, World Development</i> . September 2017, (97), pp. 330-348	☒

Module Code	BMMB7026 / BMMB7026D
Title	Managing Marketing Change
Date	14/12/2022
Level	7
Credits	20
Pre-Requisites	None

AIM(S)

- To enable students to develop a comprehensive and critical understanding of relevant change management theories that will contribute towards an organizations marketing activity created by the external business environment

LEARNING OUTCOMES

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

- critically analyse theoretical perspectives and approaches to change management and demonstrate their practical application in a variety of organisational environments;
- critically examine the key internal and external drivers of change such as culture, leadership, power, digitalisation, economic and political pressures and the forces of competition;
- critically appraise key marketing activities and the contribution of the marketing department to the whole organisation.

INDICATIVE CONTENT

- Organisations and their changing environments – a systems perspective. Behavioural, cognitive, psychodynamic approaches to change looking at the impact of change - the 'coping cycle'; and the impact on the psychological contract between the employee and employer.
- Evaluation of key change typologies; the OD process; the planned and emergent approaches to change.
- The paradox of managerial and leadership roles and responsibilities in implementing change – devising strategies for dealing with resistance through effective stakeholder engagement.
- The marketing concept: the changing nature of marketing, its key components and applications.
- Scanning the external and internal marketing environments.
- Market Analysis & customer insight - market forces and failure, government intervention and failure in the market, competitive, cooperative and competitive paradigms, consumer behaviour/expectations in a rapidly changing digital environment.
- Market segmentation, target marketing and positioning and their use in creating value-delivering marketing strategies and marketing plans.
- How resources, assets, digital metrics, competences and capabilities support the achievement of delivering innovative strategies.

- The marketing mix concept, its relation to segmentation and designing the marketing strategy.
- Internal organisational marketing; communication of the corporate brand/reputation. Development of brand building techniques for delivering customer value/experience.
- The strategic implications of the disruptive digital marketing environment.
- Internet ethics, new social contracts, global pressures, diversity of cultural mixes, managing difference and sustainable processes.
- Analysis of models of ethics in the context of commercial priorities and market forces.
- Current issues and future developments in marketing to ensure ongoing sustainability of the role of marketing as well as for organisations eg Search Engine Optimisation (SEO), Pay per Click (PPC), viral marketing, affiliate marketing and social media.

Study Time Allocation

The study time for the module is divided as follows:

Activity type	Hours	Percentage
Scheduled learning	40	20%
Independent learning	160	80%
Placement learning	0	0%
TOTAL	200	100%

ASSESSMENT

Assessment Component 1 (*Tick one*)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Written report	3750 words	75%

Assessment Component 2 (*Tick one*)

☐ Written exam ☐ Coursework ☒ Practical

Mode of assessment	Volume	Weighting
Presentation	Group presentation with individual assessment, 5 minutes each student.	25%

Assessment Summary

Activity type	Percentage
Written exam	0%
Coursework	75%
Practical	25%
TOTAL	100%

INDICATIVE READING LIST

Module Code	BMMB7026 / BMMB7026D	
Module Title	Managing Marketing Change	
Classification	Reading List entry	Electronic*
Essential	Cameron, E. & Green, M. (2015), <i>Making Sense of Change Management: A Complete Guide to the Models, Tools and Techniques of Organisational Change</i> , 4 th edn. London: Kogan Page	☒
Essential	Buchanan, D. A. & Badham, R.J. (2008), <i>Power, Politics and Organisational Change</i> , 2nd edn., London: Sage Publications	☒
Further	Burnes, B. (2014), <i>Managing Change</i> , 6th edn. Harlow: Pearson	☐
Further	Hayes, J. (2014), <i>The Theory and Practice of Change Management</i> , 4th edn. Basingstoke: Palgrave Macmillan	☒
Further	Kotter, J. P. (2009) <i>Leading Change</i> , Mass: Harvard Business Essentials	☒
Further	Aaker, D. (2015), <i>Brand personalities are like snowflakes</i> , Marketing News, 49(7), pp. 20-21. Full text available at: EBSCOhost Business Source Complete	☒
Further	Academy of Marketing Studies Journal - Full text available at: EBSCOhost Business Source Complete	☒
Further	Bieling, G., Stock, R.M. and Dorozalla, F. (2015), <i>Coping with demographic change in job markets: how age diversity management contributes to organisational performance</i> , Zeitschrift für Personalforschung, 29(1), p.5- 30. Full text available at: EBSCOhost Business Source Complete	☒
Further	Danciu, V. (2013), <i>The future of marketing: an appropriate response to the environment changes</i> . Theoretical and Applied Economics, 20(5), pp. 33-52. Full text available at: EBSCOhost Business Source Complete	☒
Further	Foreman, J. et al (2014), <i>The performance implications of planning, implementation, and evolution of firms' customer and competitor orientations</i> , Journal of Marketing Theory and Practice, 22(4), pp.349-366. Full text available at: EBSCOhost Business Source Complete	☒
Further	Harvard Business Review - Full text available at: EBSCOhost Business Source Complete	☒
Further	Harvard Business Review Digital Articles - Full text available at: EBSCOhost Business Source Complete	☒
Further	Journal of Marketing - Full text available at: EBSCOhost Business Source Complete	☒
Further	Kim, W.C. and Mauborgne, R. (2004), <i>Blue ocean strategy</i> , Harvard Business Review, 82(10), pp. 76-84. Full text available at: EBSCOhost Business Source Complete	☒
Further	Kim, W.C. and Mauborgne, R. (2014), <i>Blue ocean leadership</i> , Harvard Business Review, 92(5), pp. 60-72. Full text available at: EBSCOhost Business Source Complete	☒
Further	Marketing Management Journal - Full text available at: EBSCOhost Business Source Complete	☒
Further	Marketing Week (online) - Full text available at: EBSCOhost Business Source Complete	☒

Further	Shivakumar, R. (2014), <i>How to tell which decisions are strategic</i> , California Management Review, 56(3), pp. 78-97. Full text available at: EBSCOhost Business Source Complete	☒
Further	Sport Marketing Quarterly - Full text available at: EBSCOhost Business Source Complete	☒
Further	Udell, M. (2015), <i>Competitive Edge</i> . Marketing Insights, May/Jun, 27(3), p. 48. Full text available at: EBSCOhost Business Source Complete	☒
Further	Vriens, M. and Brazell, J.D. (2013), <i>Competitive advantage</i> , Marketing Insights, 25(3), pp. 32-38. Full text available at: EBSCOhost Business Source Complete	☒

Module Code	BMMB7025 / BMMB7025D
Title	Managing People in Organisations
Date	14/12/2022
Level	7
Credits	20
Pre-Requisites	None

AIM(S)

- Critically analyse and evaluate theoretical and innovative approaches to people management across a range of organisational sectors, while developing a professional understanding of sustainable competitive advantage through strategic talent management in the modern workplace

LEARNING OUTCOMES

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

- critically evaluate the potential and appropriateness of managing people through talent development strategies and methods with reference to relevant contextual factors for competitive advantage;
- demonstrate a critical understanding of advancement and emerging themes around the relationship between technology and human resource management;
- develop a critical and analytical understanding of contemporary practices and processes relating to human resource management.

INDICATIVE CONTENT

- The history and context of Human Resource Management.
- The changing nature of internal and external environments and how these changes influence Human Resource Strategy.
- Critical appraisal of the strategic HR role within varying sectors and apply to small, medium and large enterprises in a global context.
- Organisation design, culture and development including the analysis of internal and external environments that impact upon the work of Human Resource professionals.
- A critical evaluation of national and international employment markets, strategic workforce planning and talent management to create sustainable competitive advantage through people.
- Social, intellectual and human capital. Technology, the role of Artificial Intelligence (AI) and its impact on HRM.
- Contemporary factors and trends affecting people management and the impact on employee engagement and performance management.
- Changing labour market trends, hybrid working and strategic workforce planning
- The role of learning and development in HRM strategies and processes to create value through people for competitive advantage.
- Ethics and professionalism; HRM commitment to equality and diversity within the workplace.

Study Time Allocation

The study time for the module is divided as follows:

Activity type	Hours	Percentage
Scheduled learning	40	20%
Independent learning	160	80%
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	50%

Assessment Component 2 (*Tick one*)

☐ Written exam ☐ Coursework ☒ Practical

Mode of assessment	Volume	Weighting
Individual Presentation	15 minutes	50%

Assessment Summary

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

INDICATIVE READING LIST

Module Code	BM MB7025 / BM MB7025D	
Module Title	Managing People in Organisations	
Classification	Reading List entry	Electronic*
Essential	Armstrong M. (2023) Armstrong's Handbook of Human Resource Management Practice. 16th Ed.	☒
Essential	Henderson, I. (2019) Human Resource Management for MBA Students. 3rd ed. London: CIPD	☒
Essential	Leatherbarrow, C. & Fletcher, J. (2018) Introduction to Human Resource Management: A Guide to HR in Practice 4 th ed London CIPD	☒
Further	Gold, J., Holden, R., Iles, P., Stewart, J. and Beardwell, J. (2013). <i>Human Resource Development: Theory and practice. 5th Ed.</i> Palgrave Macmillan.	☒
Further	Beardwell, J. Claydon, T. (2017) Human Resource Management: A Contemporary Approach. 8th Ed. Financial Times: Prentice Hall	☒

Further	Edwards, T. and Rees, C. (2016) International Human Resource Management: globalisation, national systems and multinational companies. 3rd ed. Essex: Palgrave	☒
Further	Laroche, L. and Rutherford, D. (2007) Recruiting, retaining and promoting culturally different employees. Oxford: Butterworth Heinemann.	☒
Further	Marchington, M. and Wilkinson, A. (2016) Human Resource Management at Work 6th Ed. Wiltshire: CIPD	☒
Further	Taylor, S & Woodhams, C. (2022) Human Resource Management: People and Organisations. 3 rd Ed. London CIPD. Kogan Page	☒
Further	Taylor, S. (2018) Resourcing and talent management. 7th ed. London: Chartered Institute of Personnel and Development.	☒
Further	Truss, C., Mankin, D. and Clare, K. (2018) Strategic Human Resource Management, 2 nd Ed. London: Oxford University Press	☒

Module Code	BMMB7027 / BMMB7027D
Title	Strategic and Agile Business Management
Date	14/12/2022
Level	7
Credits	20
Pre-Requisites	None

AIM(S)

- To provide a comprehensive understanding of the issues and techniques of strategy and agility for organisations, allied with insights into new perspectives of strategic thinking, which contribute to innovative approaches at all business levels for sustainable competitive advantage.

LEARNING OUTCOMES

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

- synthesise the relationship between the external context of an organisation and its internal context and their impact upon strategy;
- critically evaluate competitive and development strategies, in the context of contemporary strategic management issues;
- assess the key factors for the shaping and implementation of innovative strategies;
- critically explore the response of management functions to ethical challenges.

INDICATIVE CONTENT

- Strategic management in different contexts; to include small businesses (including start-ups), multinational corporations, manufacturing and services, public sector and not-for-profit.
- Strategic management in practice; taking into consideration the strategic position, strategic choices, implementation of strategy and development processes.
- The importance of organisational agility in the context of the development of strategic management in practice.
- Consideration of organisational agility as a living organism with emergent and evolutionary characteristics that can help managers make correct decisions.
- Consideration of how organisational agility can ensure the company thrives in uncertain and complex environments.
- The importance of emergent strategy in the formation of the strategic management.
- The importance of culture in the formation and evolution of strategic management.
- Strategic analysis; macro and micro environmental analysis; defining strategic groups and sustainable critical success factors.

- Internal environmental analysis from a resource-based perspective; strategic importance of resources, core competencies and an organisation's capabilities; to evaluate how strategic capability contributes to sustainable competitive advantage.
- Organisational purpose and stakeholder expectations; to include the importance of governance stakeholder mapping.
- Critical appraisal of ethical issues, sustainability, corporate social responsibility and their impact on strategic development.
- Theories of business power, the managerial revolution, mechanisms of corporate control, corporate governance, and managerial capitalism v state capitalism etc.
- Codes of Ethics: competing approaches for managing ethical dilemmas.
- Assessment of organisational culture, structure and leadership, using appropriate academic theories and models and their impact on strategic implementation.
- Business level strategy and different methods of achieving sustainable competitive advantage.
- Corporate level strategy to include product diversity, international diversity, corporate parenting roles and portfolio management.
- Strategic evaluation and selection; to include generic strategies and the various strategic development methods available to organisations (internal, acquisition and alliance) and how best to manage change.

Study Time Allocation

The study time for the module is divided as follows:

Activity type	Hours	Percentage
Scheduled learning	40	20%
Independent learning	160	80%
Placement learning	0	0%
TOTAL	200	100%

ASSESSMENT

Assessment Component 1 (*Tick one*)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Project Report	5,000 words	100%

Assessment Summary

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

INDICATIVE READING LIST

Module Code	BMMB7027 / BMMB7027D	
Module Title	Strategic and Agile Business Management	
Classification	Reading List entry	Electronic*
Essential	Whittington, R., Regner, P., Angwin, Duncan., Johnson, G., Scholes, Kevan., (2020) <i>Exploring Strategy: Text and Cases</i> , 12 th edn., Harlow., Pearson.	☒
Essential	Lynch, R., (2018) <i>Strategic Management</i> , 8th edn. Pearson: Harlow.	☒
Further	Ahlbäck, K., Fahrbach, C., Murarka, M. & Salo, O., (2017). <i>How to create an agile organization</i> . [Online] At: https://www.mckinsey.com/business-functions/people-and-organizational-performance/our-insights/how-to-create-an-agile-organization	☒
Further	De Smet, A., Lurie, M. & St. George, A., (2018). <i>Leading agile transformation: The new capabilities leaders need to build 21st-century organizations</i> . [Online] Available at: https://www.mckinsey.com/business-functions/people-and-organizational-performance/our-insights/leading-agile-transformation-the-new-capabilities-leaders-need%20to-build-21st-century-organizations	☒
Further	Denning, S., (2019). <i>How Amazon became Agile</i> . Available at: https://www.forbes.com/sites/stevedenning/2019/06/02/how-amazon-became-agile/?sh=6412a72131aa	☒
Further	Kern, J., (2018). <i>Agile in the Context of a Holistic Approach</i> . Available at: https://www.infoq.com/articles/agile-holistic-approach/	☒
Further	Kotter, J. P., Akhtar, V. & Gupta, G., (2021). <i>Is Your Organization Surviving Change - or Thriving in It?</i> At: https://hbr.org/2021/08/is-your-organization-surviving-change-or-thriving-in-it	☒
Further	Mason, L., 2018. <i>Amazon Culture: Staying Agile</i> . At: https://www.youtube.com/watch?v=ESBJ_oxNC_Y	☒
Further	Slater, D., (2022). <i>Leading and Innovating with Leadership Principles</i> . Available at: https://aws.amazon.com/executive-insights/content/leading-and-innovating-with-leadership-principles/	☒
Further	Wade, M., Joshi, A. & Teracino, E. A., (2021). <i>6 Principles to Build Your Company's Strategic Agility</i> . Available at: https://hbr.org/2021/09/6-principles-to-build-your-companys-strategic-agility	☒
Further	Business Strategy Review - Full text available at: EBSCOhost Business Source Complete	☒
Further	Business Strategy and the Environment - Full text available at: EBSCOhost Business Source Complete .	☒
Further	Global Strategy Journal - Full text available at: EBSCOhost Business Source Complete	☒
Further	Strategy and Leadership - Full text available at: ProQuest ABI/INFORM Collection	☒
Further	Academy of Strategic Management Journal - Full text available at: EBSCOhost Business Source Complete	☒

Further	Strategic Management Journal - Full text available at: <u>EBSCOhost Business Source Complete</u>	☒
Further	Academy of Strategic Management Journal - Full text available at: EBSCOhost Business Source Complete	☒
Further	Boston Consulting Group (online), Available from: https://www.bcg.com/	☒
Further	Business + Strategy (online), Available from: http://www.strategy-business.com/	☒
Further	Business Strategy and the Environment - Full text available at: EBSCOhost Business Source Complete.	☒
Further	Business Strategy Review - Full text available at: EBSCOhost Business Source Complete	☒
Further	Global Strategy Journal - Full text available at: EBSCOhost Business Source Complete	☒
Further	Harvard Business Review - Full text available at: EBSCOhost Business Source Complete	☒
Further	Harvard Business Review Digital Articles - Full text available at: EBSCOhost Business Source Complete	☒
Further	Market Research Society (online), Available from: https://www.mrs.org.uk/	☒
Further	Market Research.com (online), Available from: http://www.marketresearch.com	☒
Further	McKinsey Quarterly - Full text available at: EBSCOhost Business Source Complete	☒

Module Code	BMMB7028 / BMMB7028D
Title	Business Research
Date	14/12/2022
Level	7
Credits	20
Pre-Requisites	None

AIM(S)

- To critically assess the appropriate contexts for using qualitative and quantitative research; the philosophical underpinnings, strengths and limitations of research techniques in order to prepare a research proposal.

LEARNING OUTCOMES

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

- critically evaluate the contexts for using research techniques, the philosophical underpinnings, strengths and limitations of research techniques;
- evaluate qualitative and quantitative research principles and approaches;
- apply analysis techniques in order to address a particular research question;
- design and write a research proposal, with particular attention to contemporary methodological approaches, data sources, sampling and research design.

INDICATIVE CONTENT

- Introduction to research design.
- Theory, paradigms, epistemology, ontology and axiology – the philosophical underpinnings of research.
- Ethnography, visual ethnographic techniques, narrative, phenomenological, grounded theory, and case study.
- Survey and questionnaire design.
- Graphical and numerical techniques for the exploration of large data sets.
- Ethics in business research.
- Positionality (insider/outsider) and bias in research.
- Exploring what makes a contribution – an original and important research question. Linking to other research and developing recommendations and frameworks.

Study Time Allocation

The study time for the module is divided as follows:

Activity type	Hours	Percentage
Scheduled learning	40	20%
Independent learning	160	80%
Placement learning	0	0
TOTAL	200	100%

ASSESSMENT

Assessment Component 1 (*Tick one*)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Report	5,000 words	100%

Assessment Summary

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

INDICATIVE READING LIST

Module Code	BMMB7028 / BMMB7028D	
Module Title	Business Research	
Classification	Reading List entry	Electronic*
Essential	Saunders, Lewis, P., & Thornhill, A. (2019). <i>Research methods for business students, 8th edn.</i> Pearson.	☒
Essential	Bickman, & Rog, D. J. (2009). <i>The SAGE handbook of applied social research methods (2nd edn.)</i> . SAGE.	☒
Essential	Leavy. (2020). <i>The Oxford handbook of qualitative research. 2nd edn.</i> Leavy, Ed.; Oxford University Press.	☒
Further	Gorman, Clayton, P., Shep, S. J., Clayton, A., & Clayton, P. (Peter R. (2005). <i>Qualitative research for the information professional: a practical handbook. 2nd edn.</i> Facet.	☒
Further	Argyrous, G. (2011) <i>Statistics for Research: with A Guide to SPSS</i> , 3rd edn. London: Sage.	☐
Further	Field, A. (2013) <i>Discovering Statistics Using IBM SPSS Statistics</i> . 4th edn. London: Sage. (key chapters available on Moodle)	☐
Further	Fereday, J. and Muir-Cochrane, E. (2006) <i>Demonstrating Rigour Using Thematic Analysis: A Hybrid Approach of Inductive and Deductive Coding</i>	☒

	<i>and Theme Development</i> , International Journal of Qualitative Methods, 5(1), 80-92	
Further	Flyvbjerg, B. (2006) <i>Five misunderstandings about case-study research</i> , Qualitative Enquiry, 12(2), 219-245	☒
Further	Morse, J.M., Barrett, M., Mayan, M., Olson, K. and Spiers, J. (2002) <i>Verification strategies for establishing reliability and validity in qualitative research</i> , International Journal of Qualitative Methods, 1(2), 331-339	☒
Further	Waters. (2011). <i>Quantitative methods for business</i> . 5 th edn. Financial Times Prentice Hall.	☒
Further	Bryman, & Cramer, D. (2011). <i>Quantitative data analysis with IBM SPSS 17, 18 and 19 : a guide for social scientists</i> . Routledge	☒
Further	Bryman. (2016). <i>Social research methods</i> . (5 th edn. Oxford University Press.	☐
Further	Easterby-Smith, Jackson, P., & Thorpe, R. (2012). <i>Management research</i> . 4 th edn. / Mark Easterby-Smith, Richard Thorpe and Paul Jackson.). SAGE.	☐
Further	Lowing, & Hartas, D. (2011). <i>Educational Research and Inquiry: Qualitative and Quantitative Approaches [Review of Educational Research and Inquiry: Qualitative and Quantitative Approaches]</i> . British Journal of Educational Studies, 59(3), 350–351. Taylor & Francis. https://doi.org/10.1080/00071005.2011.611285	☒

Module Code	BMMB7006 / BMMB7006D
Title	Global Business Challenges
Date	14/12/2022
Level	7
Credits	20
Pre-Requisites	None

AIM(S)

- To develop the students' academic and professional expertise in critically understanding and assessing the nature of tourism development issues and impacts on the environment and global economy, with an emphasis on multinational tourism organisations and global destinations.

LEARNING OUTCOMES

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

- critically evaluate the main features which contribute to the international business environment with the focus on macro-economic conditions;
- critically evaluate the different modes of engagement with international markets and explore the interconnectedness between these and the technological, economic, legal, political, ecological and cultural environment in which expanding companies operate;
- assess micro-economic structures with respect to decision making in global organisations;
- critically evaluate issues in trade theory relevant for the conduct of international business and the internationalisation of organisations.

INDICATIVE CONTENT

- Introduction to international business and globalisation including the economic, regulatory, ecological and cultural environment.
- Overview of the international economy and recent economic trends.
- Theories of international trade and market protection.
- Regional integration and trade arrangements.
- International entry strategies.
- Relationships between trade, growth and regional inequalities in terms of income and living standards.
- Emerging economies.
- International labour markets.
- Global ecological challenges, the need for sustainability and the circular economy.
- Corporate Social Responsibility in a Global Economy.

- An evaluation of guidelines for ethical organisations operating in the global market. Issues of sustainability and ecological responsibility.
- Relevance and changing impact of international institutions such as WTO, World Bank and IMF on global organisations.
- Micro-economic concepts such as supply and demand, price elasticities and cost-structures with respect to managerial decision making.
- The role of technology in changing the competitive position of incumbents and new entrants.

Study Time Allocation

The study time for the module is divided as follows:

Activity type	Hours	Percentage
Scheduled learning	40	20%
Independent learning	160	80%
Placement learning	0	0%
TOTAL	200	100%

ASSESSMENT

Assessment Component 1 (Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Report	5,000 words	100%

Assessment Summary

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

INDICATIVE READING LIST

Module Code	BMMB7006 / BMMB7006D	
Module Title	Global Business Challenges	
Classification	Reading List entry	Electronic*
Essential	Morrison, J. (2020) <i>The Global Business Environment Towards Sustainability</i> , Red Globe Press	☒
Essential	Sloman, Hinde & Garratt, (2019). <i>Economics for Business</i> , Pearson	☒
Essential	Johnson, G., Whittington, R., Regner, P., Scholes, K and Angwin, D. (2020) <i>Exploring Strategy: Text & Cases</i> , 12 th edn. Pearson	☒

Further	Baye, M. & Prince J. (2022): <i>Managerial Economics & Business Strategy</i> , McGraw-Hill Education	☒
Further	Griffiths, A. and Wall, A. (2011). <i>Economics for Business and Management</i> , Pearson	☒
Further	Griffin, R. and Putstay, M. (2020) <i>International Business</i> , Global edition, Pearson	☒
Further	Hamilton, L. and Webster, P. (2018). <i>The International Business Environment</i> , New York, Oxford University Press	☒
Further	Harford, T. (2013): <i>The Undercover Economist</i> , London, Abacus.	☒
Further	Kay, J. Obliquity (2010): <i>Why our goals are best achieved indirectly</i> , London, Profile Books.	☒
Further	Keat, P. & Young, P.K. (2014) <i>Managerial Economics</i> , Global Edition, London, Pearson.	☒
Further	Krugman, P. and Wells, R. (2018): <i>Economics</i> , 4 th edn. Worth Publishers, United States of America.	☒
Further	Levitt, S. D. & Dubner, S. J. (2007): <i>Freakonomics: A Rogue Economist Explores the Hidden Side of Everything</i> , London, Penguin.	☒
Further	Sloman, J., Wride, A. and Garrat, D. (2015): <i>Economics</i> , 9 th edn. Pearson, London.	☒
Further	Sloman, J. and Jones, E. (2020): <i>Essential Economics for Business</i> , 6 th edn Pearson, London.	☒
Further	Smith, D. Allen, B., Weigelt, K. & Doherty, N. (2012): <i>Managerial Economics: Theory, Applications and Cases</i> , New York, WW Norton.	☒
Further	Applied Economics	☒
Further	Cambridge Journal of Economics	☒
Further	IMF Economic Review	☒
Further	Economic Journal	☒
Further	Economic Outlook	☒
Further	Economist	☒
Further	Journal of Economic Perspectives	☒
Further	Journal of Industrial Economics	☒
Further	Oxford Economic Review of Policy	☒

Module Code	BMMB7003 / BMMB7003D
Title	Dissertation
Date	14/12/2022
Level	7
Credits	60
Pre-Requisites	None

AIM(S)

- To develop a critical and systematic understanding of the application of research methodologies, and an ability to frame a research proposal.
- To develop a systematic understanding of how to report research results in written format to an academic and/or professional audience, and to further develop the student's capacity for critical analysis and independent thought.

LEARNING OUTCOMES

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

- prepare a research/independent study proposal that provides evidence that the topic to be studied is worth addressing; that the way the proposal addresses the topic is both appropriate and feasible in terms of intended activities, outcomes and resources and thus establishes its importance to both academic and professional communities;
- plan, manage and execute an in-depth research, inquiry or investigation with a business and/or management focus by applying the principles of research design and appropriate methodology selection to the formulation of a research question including, where appropriate, formal hypotheses that can be tested, and the selection of appropriate research methods for answering these questions;
- demonstrate the ability to conduct research under supervision in a business and management context including the ability to critically review published literature, show conceptual and theoretical understanding, identify research problems, use project management skills to budget, manage time and other resources, handle data, interpret results and disseminate findings in a way that is consistent with professional business and management practice and normal principles of research ethics;
- exhibit the analytical, numerical, literacy, communication and computer skills to enable critical research to be undertaken and be able to apply those transferable skills to develop research-based inquiry in future employment settings.

INDICATIVE CONTENT

- The complexities and practical issues of business and management research: independent learning and development; stakeholder interests and ethical

considerations; the investigative process; philosophical considerations; the use of theory; the importance of on-going clear communication.

- The importance of clear aims and objectives: project management, use of project management skills to budget, manage time and other resources, building and managing relationships; learning and reflection, reviewing and judging.
- Exploring the literature, writing a literature review, critically reviewing published literature, showing conceptual and theoretical understanding, identifying research problems and questions.
- Choosing a research method, data collection and sampling, data analysis and interpreting results, reliability and validity of data, evidence-based approach; disseminating findings in a way that is consistent with professional business and management practice. Drawing valid conclusions and recommendations. Reflecting on the research process and outcomes and the learning experience.

Study Time Allocation

The study time for the module is divided as follows:

Activity type	Hours	Percentage
Scheduled learning	30	5%
Independent learning	570	95%
Placement learning	0	0%
TOTAL	600	100%

ASSESSMENT

Assessment Component 1 (*Tick one*)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Formative Research Proposal and Dissertation	15,000 words	100%

Assessment Summary

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

INDICATIVE READING LIST

Module Code	BMMB7003/BMMB7003D	
Module Title	Dissertation	
Classification	Reading List entry	Electronic*
Essential	Creswell, J. W. (2014) <i>A Concise Introduction to Mixed Method Research</i> . Sage.	☒
Essential	Saunders, M. (2014) <i>Research Methods for Business Students</i> . 6th edn. FT/Prentice Hall: Harlow.	☒
Further	Field, A. (2009) <i>Discovering Statistics Using SPSS: (and sex and drugs and rock 'n' roll)</i> . 5th ed. London: Sage.	☐
Further	Kozinets, R.V. (2015) <i>Netnography Redefined</i> . 2nd edn. London: Sage.	☐
Further	Pallant, J. (2016) <i>SPSS Survival Manual</i> . Allen and Unwin.	☐
Further	Bell, J. (2010) <i>Doing Your Research Project: a guide for first time researchers in education</i> . Open University Press: Maidenhead.	☐
Further	Cottrell, S. (2011) <i>Critical Thinking Skills: Developing Effective Analysis and Argument</i> . 2nd edn. Palgrave Study Guides, Palgrave Macmillan: Basingstoke.	☐
Further	Denscombe, M. (2012) <i>Research Proposals: A Practical Guide</i> . Open University Press: Maidenhead.	☐
Further	Duignan, J. (2014) <i>Quantitative Methods for Business Research using Microsoft EXCEL</i> . Cengage Learning.	☐
Further	Field, A. (2013) <i>Discovering Statistics using IBM SPSS Statistics</i> . 4 th edn. London: Sage.	☐
Further	Greetham, B. (2009) <i>How to Write Your Undergraduate Dissertation</i> . Basingstoke: Palgrave Study Skills.	☐
Further	Gray, D. (2017) <i>Doing Research in the Business World</i> . London: Sage.	☐
Further	Levin, P. (2005) <i>Excellent Dissertations</i> . Open University Press.	☐
Further	Majchrzak, A. and Markus, M. L. (2014) <i>Methods for Policy Research: Taking socially responsible action</i> . 2 nd edn. Thousand Oaks, CA: Sage.	☐
Further	Richards, L. (2015) <i>Handling Qualitative Data</i> . London: Sage.	☐
Further	Robson, C (2011) <i>Real World Research</i> . 3rd edn. John Wiley and Sons: Chichester.	☐
Further	Sherbaum, C. and Shockley, K. (2015) <i>Analysing Quantitative Data for Business and Management Students</i> . Sage.	☐
Further	Silverman, D. (2016) <i>Qualitative Research</i> . 4th edn. Sage .	☐
Further	Stewart, C.J. and Cash, W.B. Jr (2017) <i>Interviewing: Principles and Practices</i> . 15 th edn. New York: McGraw-Hill.	☐
Further	Wood, M. (2003) <i>Making Sense of Statistics: A Non-mathematical Approach</i> . Basingstoke: Palgrave Study Guides, Palgrave Macmillan.	☐
Further	Yin, R. K. (2014) <i>Case Study Research: Design and Methods</i> . 5 th edn. Thousand Oaks, CA: Sage.	☐