

MODULE DIRECTORY

BA (Hons) Applied Business

LEVEL 5

BUSINESS SCHOOL

FACULTY OF MANAGEMENT AND HEALTH

2026-2027

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INTRODUCTION

This Module Directory includes all the modules for Level 5 of the BA Applied Business programme 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 Faculty/School. 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

Level 5 modules

Module Code	BMBS5000
Title	Enterprise Development and Commercial Innovation
Date	15/07/2026
Level	5
Credits	20
Pre-Requisites	None
DBS Check	May be required ☐ Not required ☒

AIM(S)

- To develop students' ability to evaluate, refine, and commercialise business ideas through the application of enterprise, innovation, and market-led decision-making in contemporary business contexts.

LEARNING OUTCOMES

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

- analyse business opportunities using appropriate commercial and market analysis tools;
- apply enterprise and innovation frameworks to propose commercially viable products, services or business solutions;
- evaluate the operational, financial, and strategic implications of commercialising a business idea;
- recommend appropriate strategies for enterprise growth, innovation, and market development.

INDICATIVE CONTENT

- Opportunity recognition and market validation.
- Enterprise development and commercialisation.
- Innovation strategy and value creation.
- Business model development.
- Commercial feasibility and risk analysis.
- Product and service innovation.
- Intrapreneurship in existing organisations.
- Scaling and growth strategies.
- Enterprise decision-making in uncertain environments.

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
Academic Interview	20 minutes	50%

Assessment Component 2 (Tick one)

☐ Written exam ☐ Coursework ☒ Practical

Mode of assessment	Volume	Weighting
Group Video	4 mins per person	50%

Assessment Summary

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

INDICATIVE READING LIST

Module Code	BMBS5000	
Module Title	Enterprise Development and Commercial Innovation	
Classification	Reading List entry	Electronic*
Essential	Barringer, B.R. and Ireland, R.D. (2021). <i>Entrepreneurship : Successfully Launching New Ventures</i> . 6th ed. New York, Ny: Pearson.	☒
Essential	Osterwalder, A. and Pigneur, Y. (2010). <i>Business Model Generation: a Handbook for visionaries, Game changers, and Challengers</i> . Hoboken, New Jersey: Wiley.	☒
Essential	Shepherd, D.A. and Patzelt, H. (2021). <i>Entrepreneurial Strategy, Starting, Managing, and scaling new ventures</i> . Springer Nature.	☒
Further	Antonio, J.L., Alexander Lennart Schmidt, Kanbach, D.K. and Meyer, N. (2023). Enacting disruption: how entrepreneurial ventures innovate value propositions to increase the attractiveness of their technologies. <i>International journal of entrepreneurial behaviour & research</i> , 30(4).	☒
Further	Enterprise Nation Portal. <i>Expert advice and support for small businesses Enterprise Nation</i> . [online] Available at: https://www.enterprisenation.com/ .	☒
Further	Foss, N. J. (2015) <i>Business Model Innovation: the organisation dimension</i> , 1st edn. Oxford: Oxford University Press.	☒

Module Code	BMBS5000	
Module Title	Enterprise Development and Commercial Innovation	
Classification	Reading List entry	Electronic*
Further	Lödar-Miculeac, R., Ulrich, K., Hernández, J. and Eastwood, N. (2026). Attracting business angels to finance entrepreneurial ventures: successful ways for startups to raise funds. <i>International Entrepreneurship and Management Journal</i> , 22(2).	☐
Further	Manners-Bell, J. and Lyon, K. (2022) <i>Logistics and Supply Chain Innovation: A practical guide to disruptive technologies and new business models</i> . 2nd edn. London: Kogan Page	☒
Further	Tessaro, J.A., Harms, R. and Schiele, H. (2023). How startups become attractive to suppliers and achieve preferred customer status: Factors influencing the positioning of young firms. <i>Industrial Marketing Management</i> , 113(1).	☒
Further	The Academy of Management Journal The Academy of Management Review The Journal of Business Journal of Organizational Behaviour Strategic Management Journal Harvard Business Review British Economy Business Week Journal of Management Studies Management Today McKinsey Quarterly Enterprise and innovation management studies.	☒

Module Code	BMBS5001
Title	Financial Decision-making and Resource Management
Date	15/07/2026
Level	5
Credits	20
Pre-Requisites	None
DBS Check	May be required ☐ Not required ☒

AIM(S)

- To develop students' ability to apply financial information in business decision-making through budgeting, costing, and basic performance analysis.

LEARNING OUTCOMES

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

- demonstrate critical understanding of basic financial and accounting concepts in business;
- prepare and interpret simple budgets and financial information;
- use basic financial tools to support business decisions.

INDICATIVE CONTENT

- Introduction to finance and resource management in business.
- Understanding financial statements (income statement and balance sheet basics).
- Costs and cost behaviour (fixed and variable costs).
- Budgeting and financial planning basics.
- Cash flow management and working capital.
- Ratio analysis for basic business performance.
- Key Performance Indicators (KPIs) in business.
- Break-even analysis and simple decision-making tools.
- Risk, uncertainty, and ethical use of financial resources in business.

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
In-class set exercises	1 hour	50%

Assessment Component 2 (Tick one)

☐ Written exam ☐ Coursework ☒ Practical

Mode of assessment	Volume	Weighting
Group Presentation	10 minutes per person	50%

Assessment Summary

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

INDICATIVE READING LIST

Module Code	BMBS5001	
Module Title	Financial Decision-making and Resource Management	
Classification	Reading List entry	Electronic*
Essential	Drury, C. (2021) <i>Management and Cost Accounting</i> , (Eleventh Edition), London: Prentice Hall	☒
Essential	Horner, D. (2020), <i>Accounting for Non Accountants</i> , (Twelfth Edition), London: Kogan Press	☒
Essential	Seal, W., Garrison, R.H, and Noreen, E. (2018), <i>Management Accounting</i> , (Sixth Edition), UK: McGraw Hill	☒
Further	Atrill, P. and McLaney, E (2018) <i>Accounting and Finance for Non-Specialists</i> , (Eleventh Edition), Harlow: Pearson Education Limited	☐
Further	Atrill, P. and McLaney, E. (2021), <i>Management Accounting for Decision Makers</i> , (Tenth Edition), Harlow: Pearson Education Limited	☐
Further	Bhimani, A. (Ed) (2006), <i>Contemporary Issues in Management Accounting</i> , Oxford: Oxford University Press	☒
Further	Datar, S.M and Rajan, M.V. (2017), <i>Horgren's Cost Accounting, A Managerial Emphasis – Global Edition</i> , (Eleventh Edition), London: Pearson	☐
Further	Dyson, J. R. (2020), <i>Accounting for Non Accounting Students</i> , (Tenth Edition), London: Pearson	☐

Module Code	BMBS5001	
Module Title	Financial Decision-making and Resource Management	
Classification	Reading List entry	Electronic*
Further	Kolitz, D. (2017), <i>Financial Accounting – A Concepts-based Introduction</i> , Oxon: Routledge	☒
Further	Marr, B. (2013), <i>Key Performance Indicators (KPI)</i> , Harlow: Pearson	☐
Further	Walsh, C. (2008), <i>Key Management Ratios</i> , (Fourth Edition), UK: Prentice Hall	☐
Journals	Accountancy	☒
Journals	Accountancy Age	☒
Journals	International Journal of Business and Accountancy	☒
Journals	The Financial Times	☒
Websites	ACCA (https://www.accaglobal.com)	☒
Websites	http://www.frc.org.uk	☒

Module Code	BMBS5002
Title	Marketing, Sales and Consumer Behaviour
Date	15/07/2026
Level	5
Credits	20
Pre-Requisites	None
DBS Check	May be required ☐ Not required ☒

AIM(S)

- To develop students' understanding of customer behaviour, market positioning and sales strategy in order to support commercial decision-making and customer value creation.

LEARNING OUTCOMES

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

- analyse the factors influencing consumer and organisational buying behaviour;
- apply market insight to support segmentation, targeting and positioning decisions;
- evaluate the relationship between marketing, sales and customer value creation;
- recommend appropriate marketing and sales strategies to support business growth.

INDICATIVE CONTENT

- Consumer and organisational buying behaviour.
- Customer needs, motivations and decision-making.
- Segmentation, targeting and positioning.
- Branding and customer value creation.
- Sales strategy and relationship management.
- Customer journey mapping and customer experience.
- Market research and customer insight.
- Marketing performance, product and service performance, and commercial outcomes.
- Ethical and contemporary issues in marketing and sales.

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 Portfolio	3 elements	50%

Assessment Component 2 (Tick one)

☐ Written exam ☐ Coursework ☒ Practical

Mode of assessment	Volume	Weighting
Pitch (presentation)	15 minutes	50%

Assessment Summary

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

INDICATIVE READING LIST

Module Code	BMBS5002	
Module Title	Marketing, Sales and Consumer Behaviour	
Classification	Reading List entry	Electronic*
Essential	Blythe, J & Martin, J (2019) <i>Essentials of Marketing</i> . 8 th Edition. Pearson Education Ltd	☒
Essential	Kotler, P., Armstrong, G. and Balasubramanian, S., (2023). <i>Principles of marketing</i> . Pearson.	☒
Essential	Gbadamosi, A., 2024. <i>Consumer behaviour and digital transformation</i> . Routledge.	☒
Essential	Jobber, D. (2024) <i>Principles and practice of marketing</i> . 10th edition. McGraw Hill.	☒
Further	Kotler, P. and Keller, K., (2022). <i>Marketing Management</i> , Global Edition, 16/E.	☒
Further	Alvarez-Monzoncillo, J.M. ed., (2022). <i>The dynamics of influencer marketing: A multidisciplinary approach</i> . Taylor & Francis.	☒
Further	Smith, P.R. and Zook, Z., (2024). <i>Marketing communications: Integrating online and offline, customer engagement and digital technologies</i> . Kogan Page Publishers.	☒
Further	Larsen, T. (2021). <i>Applied doughnut economics and neuroeconomic psychology for business and politics</i> . IGI Global	☒
Further	Consumer marketing (journal)	☒
Further	Marketing (journal)	☒

Module Code	BMBS5003
Title	Organisational Behaviour and Management Practice
Date	15/07/2026
Level	5
Credits	20
Pre-Requisites	None
DBS Check	May be required ☐ Not required ☒

AIM(S)

- To develop students' understanding of organisational behaviour, culture and management practice in order to improve individual, team and organisational performance in contemporary workplaces.

LEARNING OUTCOMES

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

- analyse factors influencing behaviour, culture and performance within organisations;
- apply organisational behaviour and management theories to workplace situations;
- evaluate the impact of management practice and organisational culture on engagement, productivity and performance;
- recommend management approaches to support effective organisational performance, culture and change.

INDICATIVE CONTENT

- Organisational behaviour in contemporary workplaces.
- Motivation, engagement and performance.
- Management roles and managerial effectiveness.
- Team performance and productivity.
- Organisational culture and workplace behaviour.
- Communication and management practice.
- Power, influence and workplace decision-making.
- Managing conflict and workplace challenges.
- Change management and performance improvement.

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
Case study (e.g. diagnostic of a company's culture and identification of an organisational behavioural issue)	2000 words	50%

Assessment Component 2 (Tick one)

☐ Written exam ☐ Coursework ☒ Practical

Mode of assessment	Volume	Weighting
Presentation (e.g. consultancy-style pitch - linked to component 1 - as to how that culture can be changed or adapted to be more effective, efficient)	15 minutes	50%

Assessment Summary

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

INDICATIVE READING LIST

Module Code	BMBS5003	
Module Title	Organisational Behaviour and Management Practice	
Classification	Reading List entry	Electronic*
Essential	Mullins, L. J., & Rees, G. (2023). <i>Management and organisational behaviour</i> (Thirteenth edition.). Pearson Education.	☒
Essential	Gradstein, M. (2025). Organizational Culture: Structure and Evolution. <i>Journal of Law, Economics, & Organization</i> , 41(3), 848–865. https://doi.org/10.1093/jleo/ewae008	☒
Further	Bartosik-Purgat, M., & Guzek, M. (Eds.). (2024). <i>International Business and Culture : Challenges in Cross-Cultural Marketing and Management</i> (First edition.). Routledge. https://doi.org/10.4324/9781032636962	☒
Further	Robbins, S. P. (2024). <i>Organizational behavior</i> (T. Judge, Ed.; 19th edition.)Pearson Education Limited.	☒

Module Code	BMBS5003	
Module Title	Organisational Behaviour and Management Practice	
Classification	Reading List entry	Electronic*
Further	Gelfand, M. J., & Erez, M. (Eds.). (2024). <i>The Oxford handbook of cross-cultural organizational behavior</i> . Oxford University Press. https://doi-org.uwtsd.idm.oclc.org/10.1093/oxfordhb/9780190085384.001.0001	☒
Further	Robbins, S. P., & Judge, T. (2023). <i>Essentials of organizational behavior</i> (Fifteenth edition.). Pearson Education Limited.	☒
Further	Gelfand, M. J., & Erez, M. (Eds.). (2024). <i>The Oxford handbook of cross-cultural organizational behavior</i> . Oxford University Press. https://doi.org/10.1093/oxfordhb/9780190085384.001.0001	☒
Further	Journal of Organizational Behaviour	☒

Module Code	BMBS5004
Title	Project Management
Date	15/07/2026
Level	5
Credits	20
Pre-Requisites	None
DBS Check	May be required ☐ Not required ☒

AIM(S)

- To develop students' ability to initiate, plan, implement, monitor and evaluate projects that contribute to organisational strategy through the application of project management principles, methodologies, governance, leadership and decision-making within contemporary business environments.

LEARNING OUTCOMES

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

- analyse the strategic role of projects in delivering organisational objectives, considering stakeholder needs, risks, constraints, and the legal, ethical, sustainability and governance factors affecting project delivery.
- apply project management processes, methodologies, tools and techniques to initiate, plan, implement, monitor and close a project, producing appropriate documentation to manage scope, resources, stakeholders and risk.
- evaluate project performance, data, risk and outcomes using appropriate problem-solving and decision-making techniques to make evidence-based recommendations that support successful project delivery and continuous improvement.

INDICATIVE CONTENT

- The strategic role of projects, including organisational objectives, governance and benefits realisation.
- Project lifecycles, methodologies and initiation, including business cases, feasibility and project documentation.
- Project planning techniques, including scope, Work Breakdown Structures, scheduling and Critical Path Analysis.
- Resource, cost, quality and budget management.
- Risk identification, assessment, mitigation and project governance.
- Stakeholder analysis, engagement and communication planning.
- Project monitoring, performance measurement, reporting and change control.
- Legal, ethical, sustainability and regulatory considerations in project management.
- Digital project management tools, collaboration platforms, data analytics and AI applications.
- Project closure, evaluation, lessons learned and continuous improvement through reflective practice.

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 Planning Portfolio	3 elements	50%

Assessment Component 2 (Tick one)

☐ Written exam ☐ Coursework ☒ Practical

Mode of assessment	Volume	Weighting
Project Pitch and Defence	15 minutes	50%

Assessment Summary

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

INDICATIVE READING LIST

Module Code	BMBS5004	
Module Title	Project Management	
Classification	Reading List entry	Electronic*
Essential	Association for Project Management, issuing body. (2021). <i>APM body of knowledge</i> . (Seventh edition. Revised with minor corrections 2020.). Association for Project Management.	☒
Essential	Heagney, J. (2022). <i>Fundamentals of Project Management</i> . (6th ed.). HarperCollins Leadership.	☒
Essential	Bainey, K. (2024). <i>AI-Driven project management: harnessing the power of artificial intelligence and ChatGPT to achieve peak productivity and success</i> (1st ed.). John Wiley & Sons, Incorporated.	☒
Further	Kerzner, H. (2009). <i>Project management: a systems approach to planning, scheduling, and controlling</i> (10th ed.).	☒

Module Code	BMBS5004	
Module Title	Project Management	
Classification	Reading List entry	Electronic*
Further	Graham, N. (2024). <i>Project Management</i> (3rd edition.). John Wiley & Sons.	☒
Further	Project Management Institute, publisher. (2021). <i>The standard for project management and a guide to the project management body of knowledge (PMBOK guide)</i> . (Seventh edition.). Project Management Institute, Inc.	☒
Further	Grit, R. (2021). <i>Project management: a practical approach</i> (5th ed.). Routledge.	☒
Further	Meredith, J. R., & Shafer, S. M. (2021). <i>Project Management: a strategic managerial approach</i> (11th edition). Wiley.	☒
Further	International Journal of Project Management	☒

Module Code	BMBS5005
Title	Supply Chain Management
Date	15/07/2026
Level	5
Credits	20
Pre-Requisites	
DBS Check	May be required ☐ Not required ☒

AIM(S)

- To develop students' ability to plan, procure and manage organisational resources through effective supply chain management, enabling them to make informed operational decisions that improve organisational performance, resilience and sustainability.

LEARNING OUTCOMES

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

- analyse the strategic role of supply chain and resource management in supporting organisational performance, value creation and sustainable operations;
- apply planning, procurement and resource management techniques to develop solutions that optimise supply chain performance, supplier relationships and operational effectiveness;
- evaluate resource management decisions in relation to cost, quality, risk, sustainability and organisational resilience, making evidence-based recommendations for improvement;
- evaluate the effectiveness of supply chain decisions in relation to cost, quality, customer service, risk, and sustainability.

INDICATIVE CONTENT

- The strategic role of supply chain and resource management in organisational performance.
- Resource planning, demand forecasting and capacity management.
- Procurement strategies, sourcing, purchasing and supplier relationship management.
- Inventory management, logistics, warehousing and distribution systems.
- Supply chain coordination, operations planning and resource optimisation.
- Cost, quality and performance management using KPIs and operational data.
- Supply chain risk, resilience, business continuity and contingency planning.
- Sustainable, ethical and circular supply chain practices.
- Digital technologies, AI, automation and data analytics in resource and supply chain management.
- Continuous improvement, supplier performance evaluation and strategic decision-making.

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
Groupwork – Supply Chain Decision Log (e.g. Students are members of the supply chain leadership team for a fictional company. Over six simulated weeks, students receive new information, disruptions, and market changes. They must document situation analysis, decision made, alternatives considered, risks identified, expected consequences)	1000 words per group member	50%

Assessment Component 2 (*Tick one*)

☐ Written exam ☐ Coursework ☒ Practical

Mode of assessment	Volume	Weighting
Board Presentation (e.g. students record a presentation explaining: their overall strategy, key decisions, outcomes, lessons learned)	10 minutes per group member	50%

Assessment Summary

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

INDICATIVE READING LIST

Module Code	BMBS5005	
Module Title	Supply Chain Management	
Classification	Reading List entry	Electronic*
Essential	Chaffey, D. (2015) <i>Digital Business and E-Commerce Management</i> . 6th edn. Harlow: Pearson.	☒
Essential	Kovacik, Z., Strand, R. and Völker, T. (2020) <i>The Circular Economy in Europe: Critical Perspectives on Policies and Imaginaries</i> . 1st edn. London: Routledge.	☒
Essential	Mena, C., van Hoek, R. and Christopher, M. (2021) <i>Leading Procurement Strategy: Driving Value Through the Supply Chain</i> . London: Kogan Page.	☒
Further	Akkucuk, U. (2019) <i>Ethical and Sustainable Supply Chain Management in a Global Context</i> . Hershey, PA: IGI Global.	☒
Further	Christiansen, B. (2015) <i>Handbook of Research on Global Supply Chain Management</i> . Hershey, PA: IGI Global.	☒
Further	Heizer, J. and Render, B. (2014) <i>Operations Management: Sustainability and Supply Chain Management</i> . Harlow: Pearson.	☒
Further	Russell, R.S. and Taylor, B.W. (2019) <i>Operations and Supply Chain Management</i> . 10th edn. Chichester: Wiley.	☒
Further	Slack, N. and Brandon-Jones, A. (2019) <i>Operations Management</i> . 9th edn. Harlow: Pearson.	☒