



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

MODULE DIRECTORY

BA (HONS) BUSINESS MANAGEMENT

LEVELS 4-6

ACADEMIC DISCIPLINE OF BIRMINGHAM AND LONDON CAMPUSES

INSTITUTE OF INNER CITY LEARNING

2026-2027

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INTRODUCTION

This Module Directory includes all the modules for Levels 4-6 within the Institute of Inner City Learning 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

LEVEL 4

Module Code	LCBB4009
Title	Understanding Organisational Structure and Culture
Date	13/02/2023
Level	4
Credits	20
Pre-Requisites	None

AIM(S)

- To familiarise students with core concepts and processes related to management and organisation studies.

LEARNING OUTCOMES

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

- discuss the relationship between structure, culture, and organisational performance;
- identify the essential nature of managerial work and the role of leadership.

INDICATIVE CONTENT

- An assessment of the general principles of organization design, structure, and culture, illustrated through practical examples and applications.
- A focus on managerial activities, behaviours, and actions.
- Theories of leadership and role of a leader within organisation.

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 presentation	5-7 minutes per person	50%

Assessment Component 2*(Tick one)*☐ **Written exam**☒ **Coursework**☐ **Practical**

Mode of assessment	Volume	Weighting
Individual report	1500 words	50%

Assessment Summary

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

INDICATIVE READING LIST

Module Code	LCBB4009	
Module Title	Understanding Organisational Structure and Culture	
Classification	Reading List entry	Electronic*
Essential	Mullins, L.J & Christy, G. (2016). <i>Management & Organisational Behaviour</i> . 11 th ed. Upper Saddle River: Pearson.	☒
Essential	Huczynski, A. and Buchanan, D.A. (2019). <i>Organizational behaviour</i> . 10 th ed. Harlow: Pearson.	☒
Further	Robbins, S., and Coulter, M. (2020). <i>Management, Global Edition</i> . 15 th ed. London: Pearson.	☐
Further	Cole, G.A & Kelly, P. (2020). <i>Management Theory & Practice</i> . 9 th ed. Andover: Cengage Learning.	☒
Further	Edwards, W. (1954). 'The theory of decision making', <i>Psychological bulletin</i> , 51(4), p. 380 - 417.	☒
Further	Buchanan, L. and O'Connell, A. (2006). 'A brief history of decision making,' <i>Harvard business review</i> , 84(1), p.32. United States: Harvard Business School Press.	☒
Further	Richardson, K.A. (2008) 'Managing complex organizations: Complexity thinking and the science and art of management', <i>Emergence: Complexity & Organization</i> , 10(2). New York: Thomson Reuters (Tax & Accounting) Inc.	☒

Module Code	LCBB4012
Title	Academic Skills
Date	16/05/2024
Level	4
Credits	20
Pre-Requisites	None
DBS Check	May be required ☐ Not required ☒

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 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	750 words	25%

Assessment Component 2

(Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Group Written Report	2250 words	75%

Assessment Summary

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

INDICATIVE READING LIST

Module Code	LCBB4012	
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.	☒

Module Code	LCBB4013
Title	Stakeholder Engagement
Date	03/07/2024
Level	4
Credits	20
Pre-Requisites	None
DBS Check	May be required ☐ Not required ☒

AIM(S)

- To identify the concepts and benefits of community engagement.

LEARNING OUTCOMES

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

- understand the needs of local community groups;
- develop action plans for setting up community engagement initiatives;
- identify opportunities for improving community engagement;
- discuss the benefits of community-based research.

INDICATIVE CONTENT

- Community based learning.
- Researching the priorities of communities.
- Build a community network.
- Importance of open forms of communication.
- Barriers to Community Engagement.
- Project management.
- Time management.
- Creative problem solving.
- Reflection and learning styles.
- Verbal and non-verbal communication skills.

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
Portfolio	4 elements, 3000 word equivalent	100%

Assessment Summary

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

INDICATIVE READING LIST

Module Code	LCBB4013	
Module Title	Stakeholder Engagement	
Classification	Reading List entry	Electronic*
Essential	Allen, J.A. (2019). <i>The Cambridge handbook of organizational community engagement and outreach</i> . Edited by J.A. Allen. Cambridge: Cambridge University Press.	☒
Essential	Moon, J. (2004). <i>A handbook of reflective practice and experimental learning: theory and practice</i> . UK: Routledge	☐
Essential	Day, G. (2006). <i>Community and Everyday Life</i> . UK: Routledge.	☒
Further	Gilchrist, A. (2009). <i>The Well-Connected Community, a networking approach to Community Development</i> . 2 nd ed. Bristol: Policy Press.	☒
Further	Banks, S., Shaw, M. and Meade, R. (2016). <i>Politics, Power, and Community Development</i> . Edited by S. Banks, M. Shaw, and R. Meade. Bristol, United Kingdom: Policy Press.	☒
Further	Mayo, P. (2019). <i>Higher education in a globalising world Community engagement and lifelong learning</i> . Baltimore, Maryland: Project Muse.	☒
Further	Rochester, C., Ellis Paine, A., Howlett, S. (2012). <i>Volunteering and Society in the 21st Century</i> . Palgrave: Macmillan.	☒
Further	CTSA Community Engagement Key Function Committee Task Force (2011). <i>Principles of Community Engagement</i> . 2 nd ed. NIH Publication. https://www.atsdr.cdc.gov/communityengagement/pdf/PC_E_Report_508_FINAL.pdf	☒
Further	Websites Centre for Community Engagement Research https://www.gold.ac.uk/community-engagement-research/ Scottish Community Development Centre https://www.scdc.org.uk/ National Coordinating Centre for Public Engagement https://www.publicengagement.ac.uk/	☒

Module Code	LCBB4014
Title	Introduction to Business
Date	03/07/2024
Level	4
Credits	20
Pre-Requisites	None
DBS Check	May be required ☐ Not required ☒

AIM(S)

- To introduce theories and concepts in modern businesses.

LEARNING OUTCOMES

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

- explain the meaning of contemporary business and the different forms of organisations in the private, public, and voluntary sectors;
- understand the business context and organisational cultures for a successful business;
- explain the key business functions such as accounting and finance, marketing, human resource management to help run and grow a business;
- explain how the business is integrated with its business environment.

INDICATIVE CONTENT

- Definition of business organization.
- Business forms: Types of contemporary business organisations.
- Functions of business: accounting and finance (introduction of financial statement, reading and interpretation of financial statements), marketing (marketing a business in today's economy), and human resource (culture and diversity in the workplace).
- Major stakeholders in modern business.
- Business environment using the SWOT, PESTEL and PESTEL frameworks.
- Career Planning and getting a job with qualification in business studies.
- Business Ethics and Social Responsibility.

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
Group Presentation	5 minute per person in a group of 3-4 students	70%

Assessment Component 2

(Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Essay	1000 words	30%

Assessment Summary

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

INDICATIVE READING LIST

Module Code	LCBB4014	
Module Title	Introduction to Business	
Classification	Reading List entry	Electronic*
Essential	Needle, D. (2015). <i>Business in context: An introduction to business and its environment</i> . 6 th ed. Boston: South-Western Cengage Learning.	☒
Essential	Wade, M. (2020). <i>Introduction to Business</i> . Seneca College, Pressbooks.	☒
Further	Nickels, W.G., McHugh, J.M. and McHugh, S.M. (2015). <i>Understanding Business</i> . 11th ed. New York, NY: McGraw-Hill Irwin.	☒
Further	Strydom, J.W. and Rudansky-Kloppers, S. eds. (2016). <i>Introduction to business management</i> . Oxford: University Press Southern Africa.	☒

Module Code	LCBB4015
Title	Introduction to Leadership & Management
Date	03/07/2024
Level	4
Credits	20
Pre-Requisites	None
DBS Check	May be required ☐ Not required ☒

AIM(S)

- To introduce students to traditional and contemporary viewpoints on management and leadership and develop an understanding of the link between the two.

LEARNING OUTCOMES

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

- identify key theories and perspectives of leadership and management from a range of contexts and diverse environments;
- understand and evaluate the various leadership styles, matching these to situational contexts;
- discuss the extent to which management and leadership styles contribute to organisational effectiveness within its ethics and values framework;
- demonstrate and debate the extent to which leadership and management behaviours impact an organisation's vision and mission.

INDICATIVE CONTENT

Key theories and perspectives of leadership and management

- Management theories (classical, contingency, and scientific).
- Concepts of Management and Leadership.
- Academic debates on similarities and differences between managers and leaders.

Leadership styles

- Various perspectives on leadership styles.
- Key theorists, as well as advantages and disadvantages of different leadership styles in specific situations.
- Personal experiences as leaders.
- Investigation of how leadership styles could change in the workplace.
- Situational and contextual nature of the underpinning theories.

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
Group Presentation	5 minutes per person	50%

Assessment Component 2

(Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Essay	1500 words	50%

Assessment Summary

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

INDICATIVE READING LIST

Module Code	LCBB4015	
Module Title	Introduction to Leadership & Management	
Classification	Reading List entry	Electronic*
Essential	Cole, G.A & Kelly, P. (2020). <i>Management Theory & Practice</i> . 9 th ed. Andover: Cengage Learning.	☒
Essential	Mullins, L.J & Christy, G. (2016). <i>Management & Organisational Behaviour</i> . 11 th ed. Upper Saddle River: Pearson.	☒
Essential	Northhouse, P.G. (2022). <i>Leadership: Theory & Practice</i> . 9 th ed. London: SAGE.	☒
Further	Western, S. & Garcia, E. (2018). <i>Global Leadership Perspectives: insights and analysis</i> . Los Angeles: SAGE.	☒
Further	Yukl, G.A. & Gardner, W.L. (2020). <i>Leadership in Organisations</i> . 9 th ed. Harlow: Pearson.	☒

Further	Waldman, D. C. and O'Reilly, C. (2019). <i>Leadership for Organizations</i> . 1st ed. California: SAGE.	☐
Further	Bass, B. (2008). <i>The Bass handbook of leadership: theory, research, and managerial applications</i> . 4 th ed. New York: Free Press.	☐

Module Code	LCBB4016
Title	Global Business Environment
Date	03/07/2024
Level	4
Credits	20
Pre-Requisites	None
DBS Check	May be required ☐ Not required ☒

AIM(S)

- To provide the student with the knowledge and understanding of the complex and dynamic global environment in which the organisations operate.

LEARNING OUTCOMES

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

- recognize the major forces shaping the global business environment;
- apply relevant business models (Porter's Diamond, Value Network, Five Forces, etc.) to the Global Business Environment;
- understanding micro-economic and macro-economic foundations, and different market structures and their influence on firm strategy;
- evaluate the reasons why organisations engage in international trade.

INDICATIVE CONTENT

- PESTEL and Porter's 5 Forces Analysis Frameworks in the assessment of the external business environment and competitive environment.
- Strategic management tools relevant such as Porter's Generic Strategies, Boston Consulting Group Matrix, Value Chain.
- Features of major regional trading groups, such as the European Union, NAFTA, G7, G20, United Nation, WTO.
- Levels and trends of global trade and business.
- Features of international trade, such as exchange rate, import/export regulations.
- Basic economic concepts, such as supply and demand, price elasticities, cost analysis.

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
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Online Test	1 hour	50%
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Assessment Component 2

(Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Essay	1500 words	50%

Assessment Summary

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

INDICATIVE READING LIST

Module Code	LCBB4016	
Module Title	Global Business Environment	
Classification	Reading List entry	Electronic*
Essential	Morrison, J. (2017). <i>The Global Business Environment Challenges and Responsibilities</i> . 4 th ed. London: Palgrave.	☐
Essential	Johnson, G. et al. (2017). <i>Exploring strategy : text and cases</i> . 11 th ed. Harlow: Pearson Education Limited.	☐
Essential	Worthington, I., Britton, C. (2014). <i>The Business Environment</i> . 7 th ed. Harlow: Pearson.	☐
Further	Palmer A., Hartley, B. (2012). <i>The Business Environment</i> . 7 th ed. London: McGraw-Hill.	☐
Further	Atrill, P. and McLaney, E. (2019). <i>Accounting and finance for non-specialists</i> . 11 th ed. Harlow: Pearson.	☐
Further	Daniels, D., Radebaugh, H., Sullivan, D. (2015). <i>International Business – Environments and Operations</i> . 15 th ed. Harlow: Pearson.	☐
Further	Sloman, J., Hinde, K., Garratt, D. (2019). <i>Economics for Business</i> . 8 th ed. Harlow: Pearson.	☐

LEVEL 5

Module Code	LCBB5010
Title	Management Accounting for Managers
Date	13/02/2023
Level	5
Credits	20
Pre-Requisites	None

AIM(S)

- To introduce the core concepts and components of management accounting ranging from costing, budgeting, short term decision making, understanding risk and uncertainty.

LEARNING OUTCOMES

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

- identify and understand the key concepts underpinning management accounting;
- apply the use of management accounting tools to the evaluation of the operating environment;
- analyse and evaluate the informational requirements of management, particularly in relation to decisions involving revenues and costs, and other financial criteria.

INDICATIVE CONTENT

- Costing – direct and indirect costs, fixed and variable costs.
- Contribution analysis – break even and margin of safety, scarce resources, and highest contribution per limiting factor.
- Budgeting, including introduction to and critique of standard costing and variance analysis.
- Absorption costing and marginal costing.

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
Individual report	2000 words	50%

Assessment Component 2 (Tick one)

☒ Written exam ☐ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Examination	1 hour	50%

Assessment Summary

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

INDICATIVE READING LIST

Module Code	LCBB5010	
Module Title	Management Accounting for Managers	
Classification	Reading List entry	Electronic*
Essential	Atrill, P. and McLaney, E.J. (2021). <i>Management accounting for decision makers</i> . 10 th ed. Harlow: Pearson.	☒
Essential	Weetman, P. (2013). <i>Financial and management accounting: an introduction</i> . 6 th ed. Harlow: Pearson Education.	☒
Essential	Atrill, P. and McLaney, E.J. (2019). <i>Accounting and finance for non-specialists</i> . 11 th ed. Harlow: Pearson.	☒
Additional	Drury, C. (2015). <i>Management and cost accounting Student manual</i> . 9 th ed. Andover: Cengage Learning.	☒

Module Code	LCBB5011
Title	Essentials of Accounting & Finance
Date	13/02/2023
Level	5
Credits	20
Pre-Requisites	None

AIM(S)

- 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 principles of accounting and finance.

LEARNING OUTCOMES

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

- demonstrate knowledge and understanding of the principles of financial statements from initial data, dealing with both routine and nonroutine transactions;
- interpret financial statements to value an organisation for investment purposes;
- demonstrate an understanding and application of various finance theories and concepts, including time value of money, investment appraisal tools;
- evaluate the factors that influence corporate capital structure and dividend policy.

INDICATIVE CONTENT

Topics covered in this module will include Financial Accounting, Financial management and Fundamentals of Finance

Specifically

- Financial accounting
 - forms of business organisations and accounting information;
 - double entry bookkeeping;
 - basic accounting model: income statement and balance sheet;
 - estimates and judgement in preparing accounts.
- Financial management
 - importance of financial management and investment appraisal tools;
 - time value of money and interest rates;
 - sources of finance;
 - capital structure management and leverage;
 - capital budgeting;
 - dividend policy.

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
Online test	1.5 hour	40%

Assessment Component 2 (Tick one)

☒ Written exam ☐ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Online test	2 hours	60%

Assessment Summary

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

INDICATIVE READING LIST

Module Code	LCBB5011	
Module Title	Essentials of Accounting & Finance	
Classification	Reading List entry	Electronic*
Essential	Atrill, P. and McLaney, E.J. (2019). Accounting and finance for non-specialists. 11th ed. Harlow: Pearson.	☒
Essential	Sangster, A., Wood, F. and Sangster, A. (2019). <i>Frank Wood's business accounting 2 / Alan Sangster; formerly authored by Frank Wood</i> . 14 th ed. Harlow, England: Peason.	☒

Essential	Madura, J. and Fox, R. (2020). <i>International financial management</i> . 5 th ed. Cengage Learning EMEA.	☒
Essential	Weygandt, J.J., Kimmel, P.D. & Kieso, D.E. (2022). <i>Financial Accounting with International Financial Reporting Standards</i> . 5 th ed. New York: Wiley.	☒
Further	Brealey, R., Myers S. & Allen F. (2020). <i>Principles of Corporate Finance</i> . 13 th ed. London: McGraw-Hill.	☒
Further	J Arnold, G. (2012). <i>Corporate Financial Management</i> . Aston, Financial Times. Prentice Hall.	☐
Further	Dyson, J.R. and Franklin, E. (2020). <i>Accounting for non-accounting students</i> . 10 th ed. England: Pearson.	☐

Module Code	LCBB5012
Title	Principles of Human Resource Management
Date	25/02/2025
Level	5
Credits	20
Pre-Requisites	None
DBS Check	May be required ☐ Not required ☒

AIM(S)

- To enhance student's knowledge and understanding of the administration for HR functions and HR management process within an organisation.

LEARNING OUTCOMES

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

- demonstrate an understanding of how human resource management (HRM) systems can be designed to contribute to the organisational environment in an effective and efficient way;
- critically evaluate how human resource management (HRM) can contribute to the achievement of organisational goals in national and international contexts;
- analyse the context of various human resource processes and how they are best implemented in organisations.

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.
- The causes and effects of human interaction in an organisation.
- Exploring humans at individual, group, and organisational level influence organisations.
- Ethics and professionalism; commitment to equality of opportunity; managing diversity.
- Critically discussing competitive challenges facing Human Resources.

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 for HR Process	20 minutes	50%

Assessment Component 2

(Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Individual Report	2,000 words	50%

Assessment Summary

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

INDICATIVE READING LIST

Module Code	LCBB5012	
Module Title	Principles of Human Resources Management	
Classification	Reading List entry	Electronic*
Essential	Armstrong, M., Taylor, S. (2020). <i>Armstrong's Handbook of Human Resource Management Practice</i> . 15th ed. London: Kogan Page.	☐
Essential	Torrington, D., Hall, L., Taylor, S., Atkinson, C. (2020). <i>Human Resource Management</i> . 11th ed. UK: Pearson.	☐
Essential	Taylor, S. (2021). <i>Resourcing and Talent Management: The Theory and Practice of Recruiting and Developing a Workforce</i> . London: Kogan Page Publishers.	☐

Essential	Potgieter, I. L., Ferreira, N. (2022). <i>Managing Human Resources – The New Normal</i> . London: Springer Publishers.	☐
Essential	Cross, D., & Swart, J. (2022). <i>The (ir) relevance of human resource management in independent work: Challenging assumptions</i> . Human Resource Management Journal, 32(1), 232-246. Oxford: Wiley.	☐
Essential	Noe, R. A., Hollenback J. R., Gerhart, B. A. (2021). <i>Fundamentals of Human Resource Management</i> . United States: McGraw Hill Education.	☐
Further	Marchington, M., Wilkinson, A., Donnelly, R., Kynighau, A. (2020). <i>Human resource management at work</i> . 5th ed. London: Chartered Institute of Personnel and Development.	☐
Further	Pilbeam, S., Corbridge, M. (2010). <i>People resourcing and talent planning: HRM in practice</i> . 4th ed. Harlow: Financial Times/Prentice Hall.	☐
Further	Taylor, S., Woodhams, C. (2012). <i>Managing People and Organisations</i> . London: Chartered Institute of Personnel and Development.	☐
Further	Azizi, M. R., Atlasi, R., Ziapour, A., Abbas, J., & Naemi, R. (2021). <i>Innovative human resource management strategies during the COVID-19 pandemic: A systematic narrative review approach</i> . Heliyon, 7(6), e07233. England: Elsevier Ltd.	☐
Further	Verhulst, S. L., DeCenzo, D. A. (2021). <i>Fundamentals of Human Resource Management</i> . 14th ed. Oxford: Wiley.	☐

Module Code	LCBB5013
Title	Entrepreneurship
Date	13/02/2023
Level	5
Credits	20
Pre-Requisites	None

AIM(S)

- To encourage students to develop an entrepreneurial mindset with specific reference to business idea and gain fundamental knowledge of entrepreneurship skills.

LEARNING OUTCOMES

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

- demonstrate a critical understanding of the concepts, theories, and models of entrepreneurship;
- evaluate the importance of entrepreneurship, entrepreneurs, and SMEs in the wider economy;
- critically reflect the methods and techniques that they have learned, to review and analyse entrepreneurial opportunities/ideas or case studies of established enterprises;
- communicate business propositions effectively orally and in writing through a business plan.

INDICATIVE CONTENT

- Definitions of entrepreneurship, enterprise and entrepreneurs and their role, importance, and impact to economies around the world.
- Different types of enterprises (including social enterprises and online start-ups).
- Business idea generation, opportunity recognition and market feasibility analysis.
- Business Planning process and the implementation of a Business Plan.
- Business description, mission, objectives, USP, business ownership/legal formats and other legal requirements.
- Management, resources, and recruitment, including staffing and external consultants.
- Analysis of the business environment and competition using frameworks such as SWOT, PESTEL, and/or Porter's 5 forces.
- Operations and production process, IT requirements and intellectual property rights issues such as copyright, trademarks, and patents.
- Marketing and sales strategies (customer segmentation and targeting, digital marketing, 4Ps of marketing).
- Start-up funding sources and financial forecasting (e.g., sources of finance to start-up a business, costings, breakeven analysis, cash flow predictions, profit, and loss accounts).

- Pitching Business ideas/plans: presentation techniques, documentation conventions.

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
Portfolio	6 elements, 4000 word equivalent	100%

Assessment Summary

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

INDICATIVE READING LIST

Module Code	LCBB5013	
Module Title	Entrepreneurship	
Classification	Reading List entry	Electronic*
Essential	Mariotti, S. and Glackin, C. (2016). <i>Entrepreneurship: starting & operating a small business</i> . 4 th ed, global edition. Boston: Pearson.	☒
Essential	Reuvid, J. (2011). <i>Start up and run your own business the essential guide to planning, funding, and growing your new enterprise</i> . 8th ed. Philadelphia: Kogan Page Ltd.	☒
Essential	Barringer, B.R. and Ireland, R.D. (2022). <i>Entrepreneurship successfully launching new ventures</i> . 6 th ed. Harlow: Pearson.	☒
Further	Barrow, C., Barrow, P. and Brown, R. (2012). <i>The business plan workbook</i> . 7 th ed. London: Kogan Page.	☒

Further	Blackwell, E. (2011). <i>How to prepare a business plan</i> . 5 th ed. London: Kogan Page.	☒
Further	Mellor, R.B. and Coulton, G. (2009). <i>Entrepreneurship for everyone a student textbook</i> . Los Angeles: SAGE.	☒
Further	Gundry, L.K. and Kickul, J.R. (2007). <i>Entrepreneurship strategy changing patterns in new venture creation, growth, and reinvention</i> . Thousand Oaks, California: SAGE.	☒
Further	Tobin, L. (2012). <i>Entrepreneur: how to start on online business</i> . Chichester, West Sussex, England: Capstone Publishing Ltd.	☒
Further	Rickman, C.D. (2012). <i>The digital business start-up workbook the ultimate step-by-step guide to succeeding online from start-up to exit</i> . 1 st ed. Chichester, U.K: Capstone.	☒
Further	Findikli, M.M.A. and Acar Erdur, D. (2021). <i>Creating social value through social entrepreneurship</i> . Hershey, Pennsylvania: IGI Global.	☒

Module Code	LCBB5014
Title	Data Handling & Business Intelligence
Date	13/02/2023
Level	5
Credits	20
Pre-Requisites	None

AIM(S)

- To promote a comprehensive understanding of how data systems work and how their benefits can be optimised.

LEARNING OUTCOMES

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

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

INDICATIVE CONTENT

- Wholeness of Business Intelligence.
- Business Intelligence concepts and applications.
- Business Intelligence Applications & current trends of BI.
- Data warehousing, architecture, design, approaches & current trends of DW.
- Data mining, data mining techniques & best practices & current trends of DM.
- Database and database management systems and issues with DMS.
- Online Analytical Processing (OLAP).
- Online Transaction Processing (OLTP).
- Data management and reporting.

STUDY TIME ALLOCATION

The study time for the module is divided as follows:

Activity type	Hours	Percentage
Scheduled learning	40	25%
Independent learning	160	75%
Placement learning	0	0%
TOTAL	200	100%

ASSESSMENT

Assessment Component 1 (Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Individual report	2000 words	50%

Assessment Component 2 (Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Individual report	2000 Words	50%

Assessment Summary

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

INDICATIVE READING LIST

Module Code	LCBB5014	
Module Title	Data Handling & Business Intelligence	
Classification	Reading List entry	Electronic*
Essential	Sharda, R., Dursun, D., Turban, E. (2014). <i>Business Intelligence and Analytics, Systems for Decision Support</i> . 3 rd ed. Boston, MA.: Pearson.	☐
Essential	Whitten, I., Frank, E., Hall, M., Pal, C. (2017). <i>Data Mining: Practical Machine Learning Tools and Techniques</i> . 4 th ed. Massachusetts: Morgan Kaufmann Publishers.	☐

Module Code	LCBB5015
Title	Principles of Marketing
Date	03/07/2024
Level	5
Credits	20
Pre-Requisites	None
DBS Check	May be required ☐ Not required ☒

AIM(S)

- To provide the student with knowledge and critical understanding of current marketing strategies and trends confronting contemporary organisations.

LEARNING OUTCOMES

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

- demonstrate an understanding of the evolution of marketing, the role of marketing and its impact in society and recent developments in marketing practice;
- apply the fundamental theories, principles, and concepts of marketing strategies;
- determine current segmentation, targeting, positioning, and marketing mix strategies of a company.

INDICATIVE CONTENT

- Stages in the marketing process.
- Current and future trends in marketing.
- Situational analysis models.
- Understanding consumer insight.
- Segmentation, targeting and positioning.
- Marketing mix strategies (4ps).
- Services marketing and the extended marketing mix.
- Brand equity and branding strategies.
- Marketing research.
- Stakeholder analysis.
- Ethical marketing and the marketing mix elements.

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 Report	1000 words	25%

Assessment Component 2
(Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Group Report	3000 words	75%

Assessment Summary

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

INDICATIVE READING LIST

Module Code	LCBB5015	
Module Title	Principles of Marketing	
Classification	Reading List entry	Electronic*
Essential	Kotler, P., Armstrong, G. and Opresnik, M.O. (2018). <i>Principles of marketing</i> . 17 th ed, global edition. Harlow: Pearson.	☐
Essential	Blythe, J. (2013). <i>Principles and practice of marketing</i> . 3 rd ed. California: SAGE.	☐
Essential	Baines, P., Fill C., & Page, K. (2014). <i>Marketing</i> . 3 rd ed. UK: Oxford University Press.	☐
Further	MarketLine (Firm). Total Pages Collection; Database.	☐
Further	Hooley, G.J. & Nicoulaud, J.M. (2020). <i>Marketing Strategy and Competitive Positioning</i> . 7 th ed. UK: Pearson Financial Times/Prentice Hall.	☐
Further	Sood, Tulika, Hershey. (2017). <i>Strategic Marketing Management and Tactics in the Service Industry</i> . Pennsylvania: IGI Global.	☐

LEVEL 6

Module Code	LCBB6006
Title	Project Management
Date	13/02/2023
Level	6
Credits	20
Pre-Requisites	None

AIM(S)

- To enable the student to critically evaluate current and emerging project management methodologies within contemporary business 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 tools, techniques, and 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, PMBOK and PMP.
- Project management tools, techniques, methods, and other project management software options.
- Develop a project management plan such as gathering requirements / data, identifying deliverables and success criteria, creating a scope statement, identifying resources, stakeholders, building a schedule, creating a risk management plan.
- Building a work breakdown structure.
- Developing a change management plan.
- Understanding team dynamics.
- Evaluating project schedule and cost performance.
- Documenting lessons learned.
- Critical success/failure factors in project management.
- Legal and ethical issues of project management.
- Project management Case studies.

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
Essay	2000 words	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	100%
Practical	0%
TOTAL	100%

INDICATIVE READING LIST

Module Code	LCBB6006	
Module Title	Project Management	
Classification	Reading List entry	Electronic *
Essential	Bentley, C. (2019). <i>The concise PRINCE2® : principles and essential themes</i> . 3 rd ed. United Kingdom: IT Governance Publishing.	☒
Essential	Simon, P. and Murray-Webster, R. (2018). <i>Starting out in project management</i> . 3 rd ed. England: Association for Project Management.	☒
Further	Kidston, P. and Haward, K. (2015). <i>Planning, scheduling, monitoring and control : the practical project management of time, cost and risk</i> . Princes	☒

	Risborough, Buckinghamshire: Association for Project Management.	
Further	Project Management Institute. (2021). <i>The standard for project management and a guide to the project management body of knowledge (PMBOK guide)</i> . 7 th edition. Newtown Square, Pennsylvania: Project Management Institute, Inc.	☒
Further	https://www.pmi.org/	☒
Further	https://www.prince2.com/uk	☒

Module Code	LCBB6014
Title	Independent Project
Date	13/02/2023
Level	6
Credits	40
Pre-Requisites	None

AIM(S)

- The dissertation aims 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, students will 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, formulation.
- 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 and sampling methods (e.g., interviews, questionnaires, observations), 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.

Study Time Allocation

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
Written Research Proposal	1000 words	10%

Assessment Component 2 (Tick one)

☐ Written exam
 ☒ Coursework
 ☐ Practical

Mode of assessment	Volume	Weighting
Research Project or Dissertation	9000 words or equivalent	90%

Assessment Summary

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

INDICATIVE READING LIST

Module Code	LCBB6014	
Module Title	Independent Project	
Classification	Reading List entry	Electronic*
Essential	Saunders, M. N. K. (2019). <i>Research methods for business studies</i> , 8 th ed. Harlow: Pearson	☒
Essential	Adams, J. (2014). <i>Research Methods for Business and Social Science Students</i> , New Delhi: SAGE Publications.	☒
Further	Duignan, J. (2016). <i>A dictionary of business research methods</i> . Oxford: Oxford University Press.	☒
Further	Denscombe, M. (2012). <i>Research proposals: a practical guide</i> . New York: McGraw Hill Open University Press.	☒

Further	Blaxter, L. (2010). <i>Research proposals: a practical guide</i> . New York: McGraw Hill Open University Press.	☒
Further	Creswell, J.W. (2021). <i>A concise introduction to mixed methods research</i> . 2 nd ed. Thousand Oaks, California: SAGE Publishing.	☒
Further	Bell, E., Harley, B. and Bryman, A. (2019). <i>Business research methods</i> . 5 th ed. Oxford: Oxford University Press.	☒

Module Code	LCBB6015
Title	Strategic Management & Sustainability
Date	13/02/2023
Level	6
Credits	20
Pre-Requisites	None

AIM(S)

- 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 development of an organisational strategy 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 nature of strategic management, the strategy process, and the role of the management structure.
- Strategy formulation, functional and business level strategies, strategic positioning, 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, international business strategy, international strategy, global standardization strategy, transnational strategy) and entry routes to foreign markets.
- The impact of the ecological environment on business 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
Written Report	2000 words	50%

Assessment Component 2
(Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Written Report	2000 words	50%

Assessment Summary

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

INDICATIVE READING LIST

Module Code	LCBB6015	
Module Title	Strategic Management and Sustainability	
Classification	Reading List entry	Electronic*
Essential	Whittington, R., Regner, P., Angwin, D., Johnson, G. and Scholes, K. (2017). <i>Exploring strategy: text and cases</i> . 11 th ed. Harlow: Pearson.	☒
Essential	Lynch, R.L. (2021). <i>Strategic management</i> . 9 th ed. London: SAGE.	☒
Essential	Barney, J.B. and Hesterly, W.S. (2019). <i>Strategic management and competitive advantage: concepts and cases</i> . 6 th ed, global edition. Harlow: Pearson.	☒
Further	Young, S.T. and Dhanda, K.K. (2013). <i>Sustainability: essentials for business</i> . Los Angeles: SAGE.	☒
Further	Leon, R.D. (2018). <i>Managerial strategies for business sustainability during turbulent times</i> . Pennsylvania: IGI Global.	☒
Further	Morden, T. (2016). <i>Principles of strategic management</i> . 3 rd ed. London: Routledge.	☒

Further	Journals Strategic Management Journal British Journal of Management Harvard Business Review Journal of Business Strategy Long Range Planning Management Review Global Sustainability Sustainability Sustainable Development	☒
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Module Code	LCBB6022
Title	Leadership and Management Theory and Practice
Date	03/07/2024
Level	6
Credits	20
Pre-Requisites	None
DBS Check	May be required ☐ Not required ☒

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:

- critically 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.

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 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%

INDICATIVE READING LIST

Module Code	LCBB6022	
Module Title	Leadership and Management Theory and Practice	
Classification	Reading List entry	Electronic*
Essential	Northouse, P.G. (2022). <i>Leadership: Theory & Practice</i> . 9 th ed. London: SAGE.	☐
Essential	Cole, G.A & Kelly, P. (2020). <i>Management Theory & Practice</i> . 9 th ed. Andover: Cengage Learning EMEA.	☐
Essential	Bass, B. (2008). <i>The Bass handbook of leadership: theory, research, and managerial applications</i> . 4 th ed. New York: Free Press.	☐
Further	Gill, R. (2011). <i>Theory and practice of leadership</i> . 2 nd ed. London: SAGE.	☐
Further	Western, S. & Garcia, E. (2018). <i>Global Leadership Perspectives: insights and analysis</i> . Los Angeles: SAGE.	☐
Further	Yukl, G.A. & Gardner, W.L. (2020). <i>Leadership in Organisations</i> . 9 th ed. Harlow: Pearson.	☐

Module Code	LCBB6023
Title	International Business Communications
Date	03/07/2024
Level	6
Credits	20
Pre-Requisites	None
DBS Check	May be required ☐ Not required ☒

AIM(S)

- To provide greater intercultural awareness in international business contexts.

LEARNING OUTCOMES

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

- critically understand intercultural communication theories;
- evaluate and interpret different international cultures within business;
- critically analyse business communication situations in the international business context.

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.

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 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%

INDICATIVE READING LIST

Module Code	LCBB6023	
Module Title	International Business Communications	
Classification	Reading List entry	Electronic*
Essential	Dignen, B. and McMaster, I. (2013) <i>Collins Effective International Business Communication</i> . London: Collins.	☐
Essential	Bailey, S. (2020). <i>Academic Writing for International Students of Business</i> . 3 rd ed. London: Routledge.	☐
Essential	Deresky, H. (2017). <i>International management: managing across borders and cultures</i> . 9 th ed. Harlow: Pearson Education Ltd.	☐
Further	Dignen, B. and McMaster, I. (2013). <i>Communication for International Business: The secrets of excellent interpersonal skills</i> . London: Collins.	☐
Further	Carte, P., Fox, C. (2008) <i>Bridging the Culture Gap: A Practical Guide to International Business Communication</i> . 2 nd ed. London: Kogan Page.	☐