



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

MODULE DIRECTORY

LEVEL 5

ACADEMIC DISCIPLINE OF BA (Hons) BUSINESS MANAGEMENT

**INSTITUTE OF INNER-CITY LEARNING (IICL)
(LONDON CAMPUS)**

2022-2023

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INTRODUCTION

This Module Directory includes all the modules for Level 5 within the Academic Discipline of Business Management in the academic year 2022-2023.

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

BA (Hons) Business Management (Year 2) – Weekday

COMPULSORY MODULES			
Module Code	Module Title	Credits	Term
LCBB5000	Data Handling & Business Intelligence	20	Term 1 (Oct - Dec)
LCBB5002	Management Accounting	20	Term 1 (Oct - Dec)
LCBB5004	Managing People	20	Term 1 (Oct – Dec)
LCBB5001	Entrepreneurship	20	Term 2 (Feb – April)
LCBB5003	Management Economics	20	Term 2 (Feb – April)
LCBB5005	Project Management	20	Term 2 (Feb – April)
Credit Retrieval & Resit Term – No taught modules			Term 3 (June - Aug)

BA (Hons) Business Management (Year 2) – Weekend

COMPULSORY MODULES			
Module Code	Module Title	Credits	Term
LCBB5002	Management Accounting	20	Term 1 (Oct - Dec)
LCBB5004	Managing People	20	Term 1 (Oct - Dec)
LCBB5001	Entrepreneurship	20	Term 2 (Feb – April)
LCBB5000	Data Handling & Business Intelligence	20	Term 2 (Feb – April)
LCBB5003	Management Economics	20	Term 3 (June - Aug)
LCBB5005	Project Management	20	Term 3 (June - Aug)

Data Handling & Business Intelligence

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

LEVEL: 5
CREDITS: 20

JACS CODE: N200

AIM(S)

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

LEARNING OUTCOMES

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

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

INDICATIVE CONTENT

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

LEARNING AND TEACHING STRATEGY

The study time for the module is divided as follows:

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

ASSESSMENT

Assessment Component 1 (Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Written Report	1250 words	25%

Assessment Component 2 (Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Essay	3000	75%

Assessment Summary

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

READING LIST

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

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

Entrepreneurship

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

LEVEL: 5
CREDITS: 20

JACS CODE: N212

AIM(S)

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

LEARNING OUTCOMES

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

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

INDICATIVE CONTENT

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

frameworks such as SWOT, SLEPT, Porter's 5 forces; frameworks and techniques to investigate competitors, and understand customers, including industry analysis and market research.

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

LEARNING AND TEACHING STRATEGY

The study time for the module is divided as follows:

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

ASSESSMENT

Assessment Component 1 (Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Written Report	2000 words	50%

Assessment Component 2 (Tick one)

☐ Written exam ☐ Coursework ☒ Practical

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

Assessment Summary

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

READING LIST

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

Management Accounting

MODULE CODE: LCBB5002
TITLE: Management Accounting
DATED: 13/06/22
LEVEL: 5
CREDITS: 20
JACS CODE: N411

AIM(S)

- This module would provide you with an introduction to core management accounting components ranging from costing, budgeting, short term decision making, risk and uncertainty which inform management in planning and performance measurement.
- You would be introduced to the nature and behaviour of costs with focus on how they influence budgeting processes of organisations thereby enabling them to make efficient short-term decisions after considering all their internal and external risks.
- Key management accounting techniques and would be discussed with reference to their application in the real world.
- Performance measurement tools such as variances would be introduced, and their real-world applicability discussed.

LEARNING OUTCOMES

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

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

INDICATIVE CONTENT

- Cost behaviour analysis and use
- Absorption costing and marginal costing
- Cost-Volume-Profit analysis
- Relevant Costing
- Budgeting
- Standard Costing and Variance Analysis

LEARNING AND TEACHING STRATEGY

The study time for the module is divided as follows:

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

ASSESSMENT

Assessment Component 1 (Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Online Exam	180 minutes	30%

Assessment Component 2 (Tick one)

☒ Written exam ☐ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Report	2500 words	70%

Assessment Summary

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

READING LIST

Module Code	LLBB5002	
Module Title	Management Accounting	
Classification	Reading List entry	Electronic*
Essential	Management accounting for decision-makers by Peter Atrill and E.J. McLaney: 2018 (9th edition)	X
Essential	Management Accounting by Will Seal, Carsten Rhode, Ray H. Garrison and Eric W. Noreen	☐
Essential	Financial and management accounting: An introduction by Pauline Weetman, 5th ed. Harlow: Financial Times Prentice Hall 2011	☐
Further	Horngren, T., Forster, G., (2003) (11th Ed) Cost Accounting, A Managerial Emphasis, London: Prentice Hall International	☐
Further	Noreen, E., (2011) Management Accounting, McGraw Hill	☐

Management Economics

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

LEVEL: 5
CREDITS: 20

JACS CODE: N200

AIM(S)

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

LEARNING OUTCOMES

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

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

INDICATIVE CONTENT

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

LEARNING AND TEACHING STRATEGY

The study time for the module is divided as follows:

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

ASSESSMENT

Assessment Component 1

(Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Essay	2500 words	50%

Assessment Component 2

(Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Essay	2500 words	50%

Assessment Summary

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

READING LIST

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

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

Managing People

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

LEVEL: 5
CREDITS: 20

JACS CODE: N600

AIM(S)

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

LEARNING OUTCOMES

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

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

INDICATIVE CONTENT

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

LEARNING AND TEACHING STRATEGY

The study time for the module is divided as follows:

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

ASSESSMENT

Assessment Component 1 (Tick one)

☐ Written exam ☐ Coursework ☒ Practical

Mode of assessment	Volume	Weighting
Individual Presentation	15 minutes	50%

Assessment Component 2 (Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Essay	2000 words	50%

Assessment Summary

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

READING LIST

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

Further	MARCHINGTON, M., WILKINSON, A. (2012) Human resource management at work. 5th ed. London: Chartered Institute of Personnel and Development	☐
Further	PILBEAM, S., CORBRIDGE, M. (2010) People resourcing and talent planning: HRM in practice. 4 th ed. Harlow: Financial Times/Prentice Hall	☐
Further	TAYLOR, S., WOODHAMS, C. (2012) Managing People and Organisations. London: Chartered Institute of Personnel and Development.	☐

Project Management

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

LEVEL: 5
CREDITS: 20

JACS CODE: N213

AIM(S)

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

LEARNING OUTCOMES

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

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

INDICATIVE CONTENT

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

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

LEARNING AND TEACHING STRATEGY

The study time for the module is divided as follows:

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

ASSESSMENT

Assessment Component 1 (Tick one)

☐ Written exam ☒ Coursework ☐ Practical

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

Assessment Component 2 (Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Essay	2500 words	50%

Assessment Summary

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

TOTAL	100%
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READING LIST

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