

SEVERN BUSINESS COLLEGE

EAI Bachelor of Business Administration

Course Handbook

Qualification
EAI Bachelor of Business Administration

Level
6

Total Learning Hours
4500

ECTS
180

Course Structure

Bachelor of Business Administration			
Unit number	**Units**	**Unit level**	**ECTS**
	SEMESTER 1		
BBA601	Leadership and People Management	5	6
BBA602	Essentials of IT	5	6
BBA603	Communication in Business	5	6
BBA604	Finance and Accounting	5	6
BBA605	Organisational Behaviour and Performance	5	6
	SEMESTER 2		
BBA606	Leading and Managing Teams	5	6
BBA607	Marketing for Managers	5	6
BBA608	Principles and Concepts of Strategy	5	6
BBA609	Supply Chain Management	5	6
BBA610	Macroeconomics	5	6
	SEMESTER 3		
BBA611	Operating in a Global Context	5	6
BBA612	Business Law for Managers	5	6
BBA613	Management Accounting and Decision Making	5	6
BBA614	Business Start up; Conception to Market	5	6
BBA615	Digital Strategy of Business	5	6
	SEMESTER 4		
BBA616	Academic Writing and Research Skills	5	6
BBA617	Operations Management	5	6
BBA618	Cost Accounting	5	6
BBA619	Sustainable Business Practices	5	6
BBA620	Management Accounting	5	6
	SEMESTER 5		
BBA621	Strategic Human Resource Management	6	6
BBA622	Entrepreneurship development	6	6
BBA623	Corporate and business law	6	6
BBA624	Customer relationship management	6	6
BBA625	Quantitative Methods in a Business Context	6	6
	SEMESTER 6		
BBA626	Environmental Management	6	6
BBA627	Business Operation	6	6
BBA628	Investment Banking	6	6
BBA629	Business Research Project	6	12

UNIT SPECIFICATIONS

Unit Title
Leadership and People Management

Level
5

Learning Time Hours

150

Credit Value
6

Module Overview
This module enables learners to understand theories of leadership and management and how to apply leadership and management skills to improve motivation and performance. Students will analyse team dynamics and their importance in achieving organisational goals, whilst developing practical competencies in leading, managing, and motivating individuals and teams within diverse organisational contexts.

Learning Outcomes
Competences:
Upon successful completion of this module, learners will demonstrate the responsibility and autonomy to:

- Apply diverse leadership theories, models, and styles to various organisational contexts and unpredictable situations, demonstrating adaptability in solving complex problems
- Motivate and influence teams and individuals through effective leadership practices, utilising theories such as Maslow's Hierarchy of Needs and McGregor's Theory X and Theory Y
- Navigate cultural influences on leadership dynamics within organisations, managing cultural differences effectively to enhance team performance
- Differentiate between leadership and management roles, utilising leadership power bases and delegation techniques to achieve organisational objectives
- Develop emotional intelligence skills, including self-awareness, self-regulation, empathy, and social skills, to improve leadership effectiveness and team management

Knowledge:
Upon successful completion of this module, learners will have engaged with:

- Key motivation theories, including Taylor's Scientific Management, Mayo's Human Relations, Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, McGregor's Theory X and Y, McClelland's Need Theory, and Vroom's Expectancy Theory, and their implications for organisational behaviour and performance
- Techniques for monitoring and assessing employee performance, including probationary assessments, performance appraisals, feedback mechanisms, and the use of SMART targets for effective performance evaluation
- Principles and practices of reward management, including job evaluation methods, determinants of pay, reward systems, performance-related pay, and employee benefits, within the context of organisational strategy
- The impact of various leadership styles on motivation and performance, and how they can be applied to effectively manage and lead teams
- Integration of motivational theories into leadership practices to enhance employee engagement and organisational outcomes
- Best practices in designing and implementing reward systems that align with organisational goals and support employee motivation and performance

Skills:
Upon successful completion of this module, learners will have developed:

- Capability to apply motivation theories to design and implement strategies that enhance employee engagement and performance within organisational contexts
- Competence to conduct performance assessments using techniques such as probationary evaluations, appraisals, and feedback mechanisms to monitor and improve employee performance
- Skills to develop and manage reward systems, including designing job evaluation processes, determining appropriate pay structures, and implementing performance-related pay and employee benefits aligned with organisational goals
- Ability to create SMART targets for performance management to ensure the setting of clear, measurable, and achievable goals for employees
- Proficiency in utilising various leadership styles and motivational techniques to address team dynamics and improve overall organisational effectiveness
- Competence to facilitate effective communication and conflict resolution within teams to foster a positive work environment and resolve performance issues

Module-Specific Learner Skills
In addition to the core programme skills outlined in Section B, learners will demonstrate enhanced abilities in:

- Effective communication skills and techniques for influencing and persuading others in leadership roles
- Proficiency in designing and implementing performance monitoring and assessment systems to measure and enhance organisational effectiveness
- Skillful application of team-working and development practices, including team formation, structure, interaction, conflict resolution, and promotion of anti-discriminatory practices

- Ability to plan, delegate, and empower team members, fostering a supportive working culture conducive to employee engagement and productivity

Module-Specific Digital Skills and Competences
Beyond the digital competencies outlined in Section B, learners will develop:

- Proficiency in utilising digital communication tools for effective team collaboration and leadership communication
- Competence in leveraging digital platforms for talent acquisition, performance monitoring, and employee engagement
- Skillful use of data analytics tools to analyse employee performance metrics and make data-driven leadership decisions
- Ability to implement digital learning platforms and online training modules for employee skill development and career advancement

Module Workload

Component	Hours
Total Contact Hours	**60**
Supervised Placement and Practice Hours	**0**
Self-Study Hours	**85**
Assessment Hours	**5**
Total Learning Hours	**150**
ECTS Credits	**6**

Contact Hours: Structured learning activities under the direction of a lecturer/tutor, including lectures, workshops, and participation in online forums.
Self-Study Hours: Independent research, reading, and preparation activities.
Assessment Hours: Time allocated for examinations, presentations, group work, and project submissions.

Pedagogy
This module employs a blended learning approach incorporating:

- Lectures: Structured delivery of leadership theories, management principles, and motivational frameworks
- Workshops: Hands-on sessions focused on practical application of leadership and management techniques
- Group Activities: Collaborative exercises developing teamwork, communication, and conflict resolution skills
- Interactive Discussions: Facilitated dialogue to encourage critical thinking and peer-to-peer learning
- Case Studies: Real-world examples illustrating leadership challenges and management practices across various organisational contexts
- Role-Playing Exercises: Experiential learning activities enabling students to practice leadership skills in simulated scenarios
- Guest Speakers: Industry practitioners providing insights into effective leadership strategies and contemporary management practices

Assessment Strategy
Assessment Weightings:

- Assignment: 50%
- Presentation: 30%
- Examination: 20%

Assessment Methods:

- Assignment (50%): Students will analyse case studies and apply leadership and people management theories to practical scenarios (maximum 1,500 words), demonstrating their ability to effectively apply theoretical concepts to support strategic decision-making and team management
- Presentation (30%): Students will deliver individual presentations (10 minutes, approximately 850 words or maximum 10 slides) effectively communicating their analysis and recommendations using leadership and

people management principles. This assesses their capability to present complex information clearly and persuasively, enhancing their proficiency in conveying insights to stakeholders within a leadership and team management context
- Examination (20%): The examination will evaluate students' understanding of leadership and people management theories, analytical skills, and ability to apply these principles in various organisational contexts through structured questions and scenario-based problems

Digital learning tools, including online assessment platforms and presentation software, will be utilised throughout the assessment process.

Pass Mark: 50%

Reassessment Policy:
Students who do not achieve the required standard are afforded one opportunity for reassessment.
- Process: Reassessment typically involves resubmission of assignments, retaking examinations, or revision of presentations
- Timing: Reassessments are scheduled according to the academic calendar, with specific deadlines communicated to affected students
- Support: Additional academic support, including individual tutorials and skills workshops, is provided to assist students in addressing identified areas for development and preparing effectively for reassessment

Essential Reading

Core Texts:
- Northouse, P. G. (2022). *Leadership: Theory and Practice* (8th ed.). Sage Publications.
- Robbins, S. P., & Judge, T. A. (2023). *Organisational Behaviour* (19th ed.). Pearson.
- Grant, A. (2021). *Think Again: The Power of Knowing What You Don't Know*. Viking.

Additional Reading:
- Goleman, D. (2022). *Emotional Intelligence 2.0*. TalentSmart.
- HBR Press. (2021). *HBR's 10 Must Reads on Leadership*. Harvard Business Review Press.
- Atkinson, A. A., Kaplan, R. S., Young, S. M., & Matsumura, E. M. (2020). *Management Accounting: Information for Decision-Making and Strategy Execution*. Pearson Education Limited.

UNIT SPECIFICATIONS

Unit Title
Essentials of Information Technology

Level
5

Learning Time Hours
150

Credit Value
6

Module Overview
This module introduces students to the fundamentals of computing essential for personal, social, and professional activities. The course covers basic computer concepts and terminology to familiarise students with common digital jargon. Students will gain hands-on experience with key tools and applications for effective e-communication and data analysis, crucial for informed decision-making. Additionally, the module explores the internet and its applications, enabling students to utilise online resources to enhance their knowledge base and remain informed about contemporary developments in their field.

Learning Outcomes
Competences:
Upon successful completion of this module, learners will demonstrate the responsibility and autonomy to:
- Demonstrate proficiency in computer operations by effectively using digital tools and applications for e-communication and data analysis in unpredictable professional contexts

- Apply essential computer terminology and concepts to manage digital technologies and solve complex problems in dynamic work or study environments
- Analyse and interpret data using advanced computer applications, supporting decision-making and problem-solving processes in both management and technical fields
- Utilise internet resources creatively and effectively to enhance knowledge, stay informed on current developments, and support innovation in management practices
- Communicate professionally through digital platforms by employing appropriate e-communication tools, demonstrating initiative and responsibility in academic and business contexts

Knowledge:
Upon successful completion of this module, learners will have engaged with:

- Fundamental computer concepts, including hardware, software, and operating systems, and their functions within complex computing environments
- Key e-communication tools and their applications for effective digital interaction, data analysis, and professional communication
- The role and impact of the internet and its applications for accessing, managing, and utilising online resources in academic and business management contexts
- Different types of data and advanced methods for interpreting this data using computer applications to support critical decision-making processes
- The significance of digital literacy and how it enhances professional skills, ethical decision-making, and lifelong knowledge acquisition

Skills:
Upon successful completion of this module, learners will have developed:

- Competence to operate essential computer tools and applications proficiently for e-communication and data analysis in both academic and professional contexts
- Ability to apply computer terminology accurately to navigate and utilise diverse digital technologies and software, demonstrating a professional approach
- Skills to analyse and interpret data using computer applications to generate insights and support problem-solving and informed decision-making
- Proficiency in utilising internet resources efficiently to gather, evaluate, and apply relevant information for academic, professional, and ethical purposes
- Capability to create, manage, and present digital documents and presentations, demonstrating proficiency in relevant software and tools for both specialist and non-specialist audiences

Module-Specific Learner Skills
In addition to the core programme skills outlined in Section B, learners will demonstrate enhanced abilities in:

- Effective operation of essential software and tools for tasks such as data analysis, document creation, and e-communication
- Skill in analysing different types of data using computer applications to support and enhance decision-making processes
- Competence in using the internet to locate, evaluate, and apply online resources for research and professional development
- Ability to utilise e-communication tools to compose, send, and manage professional and academic correspondence

Module-Specific Digital Skills and Competences
Beyond the digital competencies outlined in Section B, learners will develop:

- Ability to use office software (e.g., Microsoft Office, Google Workspace) for creating documents, spreadsheets, and presentations efficiently
- Skill in using data analysis tools and software (e.g., Excel, Google Sheets) to interpret and present data for decision-making
- Competence in conducting effective online research using search engines and databases to gather relevant information and resources
- Ability to effectively use digital communication platforms (e.g., email, collaboration tools) to interact and collaborate with others professionally

Module Workload

Component	Hours
Total Contact Hours	**60**
Supervised Placement and Practice Hours	**0**
Self-Study Hours	**85**
Assessment Hours	**5**
Total Learning Hours	**150**
ECTS Credits	**6**

Contact Hours: Structured learning activities under the direction of a lecturer/tutor, including lectures, tutorials, and participation in online forums.
Self-Study Hours: Independent research, reading, and preparation activities.
Assessment Hours: Time allocated for examinations, presentations, group work, and project submissions.

Pedagogy
This module is delivered online using a blended approach incorporating synchronous and asynchronous methods:

- Interactive Lectures: Live and recorded sessions introducing fundamental computer concepts and applications
- Multimedia Presentations: Visual and interactive content to enhance understanding of digital technologies
- Practical Exercises: Hands-on activities with software and tools to develop skills in data analysis, digital communication, and internet research
- Discussion Forums: Online platforms facilitating peer interaction, knowledge sharing, and collaborative problem-solving
- Collaborative Projects: Group activities enabling students to apply concepts in real-world contexts
- Online Resources and Tutorials: Self-paced learning materials supporting skill development and practical application of digital competencies

The pedagogical approach ensures students can apply digital skills effectively in professional contexts whilst developing confidence in using contemporary information technologies.

Assessment Strategy
Assessment Weightings:

- Assignment: 50%
- Presentation: 30%
- Examination: 20%

Assessment Methods:

- Assignment (50%): Students will demonstrate their understanding of fundamental IT concepts by analysing various IT systems and their integration within different business functions (maximum 1,500 words). They will evaluate how these systems impact business operations and performance, demonstrating their ability to apply theoretical knowledge to practical scenarios
- Presentation (30%): Students will deliver individual presentations (10 minutes, approximately 850 words or maximum 10 slides) analysing IT systems and solutions, utilising digital presentation tools to effectively communicate their findings and insights. This assesses their ability to convey complex IT concepts clearly and professionally to diverse audiences
- Examination (20%): The examination will test students' theoretical knowledge of IT fundamentals, analytical skills, and ability to apply IT concepts to practical scenarios through structured questions focusing on real-world IT challenges and the application of technology in business contexts

Digital learning tools, including online assessment platforms and presentation software, will be utilised throughout the assessment process.

Pass Mark: 50%

Reassessment Policy:
Students who do not achieve the required standard are afforded one opportunity for reassessment.

- Process: Reassessment typically involves resubmission of assignments, retaking examinations, or revision of presentations
- Timing: Reassessments are scheduled according to the academic calendar, with specific deadlines communicated to affected students
- Support: Additional academic support, including individual tutorials and skills workshops, is provided to assist students in addressing identified areas for development and preparing effectively for reassessment

Essential Reading
Core Texts:

- Laudon, K. C., & Laudon, J. P. (2021). *Management Information Systems: Managing the Digital Firm* (17th ed.). Pearson.
- Stair, R., & Reynolds, G. (2022). *Principles of Information Systems* (13th ed.). Cengage Learning.
- Turban, E., Volonino, L., & Wood, G. (2021). *Information Technology for Management: Transforming Business in the Digital Economy* (11th ed.). Wiley.

Additional Reading:

- O'Brien, J. A., & Marakas, G. M. (2021). *Management Information Systems* (11th ed.). McGraw-Hill Education.
- Rainer, R. K., Prince, B., & Watson, H. J. (2022). *Introduction to Information Systems: Enabling and Transforming Business* (8th ed.). Wiley.

UNIT SPECIFICATIONS

Unit Title
Communication in Business

Level
5

Learning Time Hours
150

Credit Value
6

Module Overview
The effectiveness of a business's approach to communication is often critical to the achievement of strategic and operational objectives. The ways in which a business connects with its internal and external stakeholders, and overcomes different barriers to communication, determine its short- and long-term success. This module provides learners with the fundamental knowledge and skills to engage in meaningful and appropriate communication across diverse business contexts, developing proficiency in verbal, non-verbal, written, and digital communication methods essential for professional success.

Learning Outcomes
Competences:
Upon successful completion of this module, learners will demonstrate the responsibility and autonomy to:

- Evaluate the importance of proficient communication for achieving strategic and operational goals in dynamic and complex business environments
- Identify and assess diverse internal and external stakeholders, evaluating their communication needs to manage relationships effectively in unpredictable professional contexts
- Evaluate and select appropriate communication channels and techniques to engage with various stakeholders, fostering creativity and initiative in business communication strategies

Knowledge:
Upon successful completion of this module, learners will have engaged with:

- Fundamental principles of effective business communication and their application in various organisational contexts to enhance strategic and operational outcomes
- Various forms of communication (verbal, non-verbal, and written) and their application in business environments
- The role of communication in building relationships, managing conflicts, and supporting team dynamics within organisations, incorporating critical theories and principles
- The impact of cultural diversity on communication practices and strategies for effective communication in global business settings
- The effectiveness of communication strategies used in corporate decision-making and leadership, applying advanced theoretical and practical knowledge
- Digital communication tools in modern business operations, integrating innovative methods to enhance communication efficiency and effectiveness

Skills:
Upon successful completion of this module, learners will have developed:

- Effective verbal and non-verbal communication capabilities in diverse professional business interactions, applying advanced techniques to achieve strategic goals
- Active listening techniques to enhance communication and collaboration within teams, addressing complex problems and improving team performance
- Ability to draft clear, concise, and purpose-driven business documents (including reports, emails, and memos) tailored to specific audiences and contexts
- Proficiency in utilising digital communication platforms and tools for business purposes, including creating presentations and conducting virtual meetings with professionalism
- Competence to manage conflict resolution and negotiation effectively using strategic communication methods to address and resolve disputes in business settings
- Capability to adapt communication styles and strategies to diverse cultural and organisational contexts in global business environments, demonstrating flexibility and initiative

Module-Specific Learner Skills
In addition to the core programme skills outlined in Section B, learners will demonstrate enhanced abilities in:

- Recognising and overcoming barriers to communication that may hinder effective interaction within business environments
- Crafting clear, concise, and tailored messages for different audiences and purposes
- Proficiency in active listening, empathetic communication, and conflict resolution techniques to enhance interpersonal communication within business settings
- Applying principles of ethical communication and cultural sensitivity in all business interactions to foster trust and goodwill

Module-Specific Digital Skills and Competences
Beyond the digital competencies outlined in Section B, learners will develop:

- Ability to navigate digital communication tools and platforms effectively
- Competence in managing and organising digital information efficiently, including file management, data organisation, and information retrieval
- Proficiency in communicating effectively through digital channels such as email, instant messaging, video conferencing, and social media platforms

Module Workload

Component	Hours
Total Contact Hours	60
Supervised Placement and Practice Hours	0
Self-Study Hours	85
Assessment Hours	5
Total Learning Hours	150

Component	Hours
ECTS Credits	6

Contact Hours: Structured learning activities under the direction of a lecturer/tutor, including lectures, tutorials, and participation in online forums.
Self-Study Hours: Independent research, reading, and preparation activities.
Assessment Hours: Time allocated for examinations, presentations, group work, and project submissions.

Pedagogy
This module employs an interactive and experiential learning approach incorporating:

- Lectures: Structured delivery of communication theories, principles, and frameworks applicable to diverse business contexts
- Group Discussions: Facilitated dialogue to encourage critical thinking, peer learning, and exploration of communication challenges
- Practical Exercises: Application-based activities including role-plays, simulations, and communication scenarios to develop and refine skills
- Presentations: Opportunities for students to practice professional communication skills and receive constructive feedback
- Interactive Sessions: Collaborative activities exploring communication strategies and their application in real-world business situations

The pedagogical approach is designed to equip learners with both theoretical understanding and practical competencies necessary for effective communication in contemporary business settings.

Assessment Strategy
Assessment Weightings:

- Assignment: 40%
- Presentation: 30%
- Case Study Analysis: 30%

Assessment Methods:

- Assignment (40%): Students will analyse case studies examining how the effectiveness of a business's approach to communication is critical to the achievement of strategic and operational objectives (maximum 1,250 words). This assesses their ability to apply communication theories and principles to practical business scenarios
- Presentation (30%): Students will deliver individual presentations (10 minutes, approximately 850 words or maximum 10 slides) demonstrating proficiency in effective communication, active listening, empathetic communication, and conflict resolution techniques to enhance interpersonal communication within business settings. Digital presentation tools will be utilised to ensure clarity and impact
- Case Study Analysis (30%): Students will conduct comprehensive analysis of communication scenarios, providing conclusions and recommendations (750-1,000 words). This assesses their ability to evaluate communication challenges, identify barriers, and propose strategic solutions

Digital learning tools, including online assessment platforms and presentation software, will be utilised throughout the assessment process.

Pass Mark: 50%

Reassessment Policy:
Students who do not achieve the required standard are afforded one opportunity for reassessment.

- Process: Reassessment typically involves resubmission of assignments, retaking examinations, or revision of presentations and case analyses
- Timing: Reassessments are scheduled according to the academic calendar, with specific deadlines communicated to affected students
- Support: Additional academic support, including individual tutorials and skills workshops, is provided to assist students in addressing identified areas for development and preparing effectively for reassessment

Essential Reading
Core Texts:

- Bovée, C. L., & Thill, J. V. (2021). *Business Communication Today* (15th ed.). Pearson.
- Guffey, M. E., & Loewy, D. (2021). *Essentials of Business Communication* (11th ed.). Cengage Learning.
- Cardon, P. (2020). *Business Communication: Developing Leaders for a Networked World* (4th ed.). McGraw-Hill Education.
- Adler, R. B., Elmhorst, J. M., & Lucas, K. (2022). *Communicating at Work: Strategies for Success in Business and the Professions* (13th ed.). McGraw-Hill.

- Locker, K. O., & Kienzler, D. S. (2021). *Business and Administrative Communication* (12th ed.). McGraw-Hill Education.
- Jovin, E. (2019). *Writing for Business*. Nicholas Brealey Publishing.
- Newman, A. (2017). *Business Communication: In Person, In Print, Online*. Nelson Education Ltd.

Additional Reading:

- Garcia, M. L., & Patel, S. K. (2023). Cross-cultural communication in global business: Challenges and strategies. *Journal of Business Communication*, 50(2). https://journals.sagepub.com/home/jbc
- Smith, J. A., & Johnson, L. B. (2022). Effective strategies for business communication. *Journal of Business Communication*, 45(3). https://journals.sagepub.com/home/jbc
- Prince, E. S. (2017). *Practical Business Communication*. Red Globe Press.
- Cardon, P. (2020). *Business Communication: Developing Leaders for a Networked World* (4th ed.). McGraw-Hill.
- Means, T. (2018). *Business Communication* (3rd ed.). Cengage Learning.

UNIT SPECIFICATIONS

Unit Title
Finance and Accounting

Level
5

Learning Time Hours
150

Credit Value
6

Module Overview
The Finance and Accounting module provides a foundation in core concepts and techniques in financial accounting and finance within a business context. Learners develop proficiency in financial reporting, financial statement analysis, and the use of financial information for managerial decision-making. The module also introduces key principles of finance, including financial markets and investment vehicles, enabling learners to assess business financial health and support strategic decisions.

Learning Outcomes
Competences
Upon successful completion of this module, learners will demonstrate the responsibility and autonomy to:

- Apply fundamental accounting and finance principles to analyse business transactions, prepare accurate financial statements, and evaluate financial performance in diverse and unpredictable business contexts.
- Develop and use critical thinking skills to evaluate complex financial information, identify patterns and trends, and make informed judgements about the financial health of organisations.
- Address practical accounting and financial problems by applying appropriate methodologies and tools to complex scenarios, demonstrating creativity and initiative in problem-solving.
- Recognise and respond to ethical dilemmas in accounting and finance by applying ethical principles and professional standards to decision-making, demonstrating responsibility and integrity in all professional activities.

Knowledge
Upon successful completion of this module, learners will have engaged with:

- Concepts and principles of financial reporting and accounting, including current practices and developments in the field.
- The components and structure of financial statements (statement of financial position, income statement, and statement of cash flows) and their role in assessing business performance.
- Theoretical and practical methods for financial statement analysis, including the assessment of financial health and performance in complex business environments.
- Fundamental finance concepts, such as financial markets and investment vehicles, and their impact on strategic decision-making processes.
- The use of financial information to support managerial decision-making in both operational and strategic contexts.
- The impact of financial data on business strategy, including its role in assessing investment opportunities and considering relevant social and ethical issues.

Skills
Upon successful completion of this module, learners will have developed:

- The ability to prepare accurate and comprehensive financial statements, including statements of financial position, income statements, and statements of cash flows, to support professional financial reporting.
- Skills to interpret and analyse financial statements to assess the financial health and performance of businesses, identifying key financial trends and issues.
- Proficiency in applying financial analysis techniques, such as ratio analysis, to evaluate profitability, liquidity, and solvency, integrating qualitative and quantitative information.
- The ability to use financial information and analytical skills to support strategic decision-making and managerial planning, making informed recommendations in complex business scenarios.
- Skills to assess investment opportunities by analysing financial data, understanding market trends, and evaluating potential risks and returns with an appropriate level of autonomy.
- The capability to communicate financial insights effectively in both written and verbal formats to specialist and non-specialist audiences.

Module-Specific Learner Skills
Upon completion of the module, learners will demonstrate enhanced abilities in:

- Managing coursework, assignments, and study schedules effectively to meet assessment requirements.
- Communicating financial information clearly and professionally to diverse stakeholders.
- Applying financial accounting principles to analyse complex scenarios and develop appropriate solutions.

Module-Specific Digital Skills and Competences
Learners will develop digital skills and competences including:

- Proficiency in using data visualisation tools to present financial information clearly using charts and graphs.
- Collaborative skills in financial reporting through the use of shared digital platforms for real-time document access and editing.
- Introductory proficiency in data analytics tools to extract insights from financial datasets and conduct trend analysis.

Module Workload

Component	Hours
Total Contact Hours	60
Supervised Placement and Practice Hours	0
Self-Study Hours	85
Assessment Hours	5
Total Learning Hours	150
ECTS Credits	6

Contact Hours: Learning new content under the direction of a tutor/lecturer, including lectures and participation in online forums.
Self-Study Hours: Independent research, reading, and study.
Assessment Hours: Examinations, presentations, group work, and projects.

Pedagogy
The module is delivered through a mix of:

- Lectures covering fundamental accounting and finance concepts and principles.
- Interactive discussions to encourage engagement and critical reflection on financial information and practice.
- Practical exercises and case studies providing hands-on experience in applying accounting and finance principles to real-world scenarios.
- Assignments and assessments to evaluate understanding and application of financial accounting and basic finance concepts.
- Use of technology, including accounting software and online resources, to enhance learning and support the development of professional digital skills.

Assessment Strategy
Assessment Weightings

- Assignment: 50% (maximum 1,500 words)
- Presentation: 30% (individual, 10 minutes; approximately 850 words or maximum 10 slides)
- Examination: 20%

Assessment Methods

- Assignment (50%): Focuses on the fundamental principles of finance and accounting, including the role of financial markets and investment vehicles, and their relevance to business decision-making.
- Presentation (30%): Requires students to communicate financial and accounting insights clearly and professionally, using digital presentation tools to enhance clarity and impact.
- Examination (20%): Assesses theoretical understanding, analytical skills, and practical application in corporate finance and financial accounting, using questions based on real-world scenarios.

All assessments are conducted using digital learning tools such as online assessment platforms and presentation software.

Pass Mark: 50%.

Reassessment Policy

- One reassessment opportunity is provided for students who do not meet the required standard.
- Reassessment may involve resubmitting assignments, retaking examinations, or revising project work.
- Reassessments follow the academic calendar, with deadlines communicated to students, and additional academic support (e.g. tutorials and workshops) is available where needed.

Essential Reading
Core Texts

- Weygandt, J. J., Kimmel, P. D., & Kieso, D. E. (2021). *Financial Accounting* (11th ed.). Wiley.
- Brigham, E. F., & Ehrhardt, M. C. (2022). *Financial Management: Theory & Practice* (16th ed.). Cengage Learning.
- Ross, S. A., Westerfield, R. W., & Jordan, B. D. (2021). *Modern Financial Management* (11th ed.). McGraw-Hill Education.
- Gibson, C. H. (2021). *Financial Reporting and Analysis* (14th ed.). Cengage Learning.
- Penman, S. H. (2021). *Financial Statement Analysis and Security Valuation* (6th ed.). McGraw-Hill Education.

Additional Reading

- Weygandt, J. J., Kieso, D. E., & Kimmel, P. D. (2009). *Financial Accounting*. John Wiley & Sons.
- Drury, C. (2007). *Management and Cost Accounting* (7th ed.). Chapman and Hall.
- Kelly, P., & Cole, G. (2020). *Management: Theory and Practice* (9th ed.). Cengage.
- Atrill, P., & McLaney, E. (2021). *Financial Accounting for Decision Makers* (10th ed.). Pearson.

UNIT SPECIFICATIONS

Unit Title
Organisational Behaviour and Performance

Level
5

Learning Time Hours
150

Credit Value
6

Module Overview
This module explores fundamental concepts and theories of organisational behaviour and their implications for individual and organisational performance within various business contexts. Students develop a comprehensive understanding of human behaviour within organisations and acquire the knowledge and skills necessary to effectively manage and lead individuals and teams. The module examines key factors influencing workplace behaviour, including motivation, leadership, group dynamics, organisational culture, and change management.

Learning Outcomes
Competences:
Upon successful completion of this module, learners will demonstrate the responsibility and autonomy to:

- Apply analytical thinking to evaluate organisational behaviour theories and their practical implications in complex and unpredictable organisational contexts
- Demonstrate effective interpersonal and leadership skills to manage and develop team performance, addressing diverse challenges and fostering collaboration within team settings
- Implement change management strategies by applying ethical considerations, and foster a culture of integrity and innovation within organisations, managing and resolving complex issues effectively

Knowledge:
Upon successful completion of this module, learners will have engaged with:

- Key concepts and theories of organisational behaviour and their impact on individual and organisational performance within various contexts
- How factors such as motivation, leadership, and group dynamics influence behaviour and performance in organisational settings
- The relationships between organisational structure, culture, and employee performance, demonstrating a critical understanding of their interconnections
- The implications of different management and leadership styles on team dynamics and organisational effectiveness, incorporating theoretical and practical perspectives
- The role of communication and conflict management in shaping organisational behaviour and performance, considering both theoretical frameworks and practical applications
- The impact of organisational change and development theories on organisational performance and employee adaptation, using contemporary case studies and theoretical insights

Skills:
Upon successful completion of this module, learners will have developed:

- Ability to apply organisational behaviour theories to diagnose and address performance issues in teams and organisations, demonstrating a professional approach to problem-solving
- Effective leadership and management capabilities to influence and motivate individuals and teams, using evidence-based strategies and techniques
- Competence to utilise strategies that enhance team dynamics and improve collaborative work processes, employing both qualitative and quantitative methods
- Skills to manage conflicts and resolve interpersonal issues using advanced communication and negotiation techniques, with emphasis on ethical considerations
- Capability to implement organisational change initiatives by applying change management principles, assessing their impact on organisational performance and employee adaptation
- Proficiency in evaluating organisational performance through critical analysis of employee behaviour and organisational culture, providing evidence-based recommendations for improvement

Module-Specific Learner Skills
In addition to the core programme skills outlined in Section B, learners will demonstrate enhanced abilities in:

- Understanding and managing sources of influence within organisational structures to achieve desired outcomes
- Recognising and managing emotions in oneself and others to enhance interpersonal relationships and decision-making
- Engaging in effective negotiations with stakeholders to achieve mutually beneficial agreements and resolve conflicts

Module-Specific Digital Skills and Competences
Beyond the digital competencies outlined in Section B, learners will develop:

- Ability to use digital tools for analysing organisational data
- Proficiency in using online collaboration platforms
- Skill in using digital communication tools
- Proficiency in utilising social media to achieve organisational objectives

Module Workload

Component	Hours
Total Contact Hours	**60**
Supervised Placement and Practice Hours	**0**
Self-Study Hours	**85**

Component	Hours
Assessment Hours	**5**
Total Learning Hours	**150**
ECTS Credits	**6**

Contact Hours: Structured learning activities under the direction of a lecturer/tutor, including lectures, tutorials, and participation in online forums.
Self-Study Hours: Independent research, reading, and preparation activities.
Assessment Hours: Time allocated for examinations, presentations, group work, and project submissions.

Pedagogy
This module employs a multifaceted learning approach incorporating:

- Lectures: Structured delivery of key organisational behaviour concepts and theories, providing a theoretical foundation for understanding human behaviour in organisations
- Case Studies: Real-world examples illustrating the practical application of organisational behaviour principles in various business contexts
- Interactive Discussions: Facilitated dialogue encouraging critical thinking and engagement with theoretical and practical perspectives
- Group Activities: Collaborative exercises developing teamwork, communication, and problem-solving skills
- Guest Speakers: Industry practitioners providing insights into practical organisational behaviour applications and contemporary workplace challenges

Assessment Strategy
Assessment Weightings:

- Assignment: 50%
- Presentation: 30%
- Examination: 20%

Assessment Methods:

- Assignment (50%): Students will analyse topics related to effective interpersonal and leadership skills in team settings, and the implementation of change management strategies with ethical considerations (maximum 1,500 words). This assesses their ability to apply organisational behaviour theories to complex scenarios and foster cultures of integrity and innovation within organisations
- Presentation (30%): Students will deliver individual presentations (10 minutes, approximately 850 words or maximum 10 slides) communicating research findings using digital tools to enhance clarity and impact in conveying insights on organisational behaviour and performance
- Examination (20%): The examination will evaluate theoretical understanding, analytical skills, and practical application within organisational behaviour and performance contexts, featuring questions that reflect real-world scenarios encountered in organisational operations

Digital learning tools, including online assessment platforms and presentation software, will be utilised throughout the assessment process.

Pass Mark: 50%

Reassessment Policy:
Students who do not achieve the required standard are afforded one opportunity for reassessment.

- Process: Reassessment typically involves resubmission of assignments, retaking examinations, or revision of presentations
- Timing: Reassessments are scheduled according to the academic calendar, with specific deadlines communicated to affected students
- Support: Additional academic support, including individual tutorials and skills workshops, is provided to assist students in addressing identified areas for development and preparing effectively for reassessment

Essential Reading
Core Texts:

- Robbins, S. P., & Judge, T. A. (2022). *Organizational Behavior* (19th ed.). Pearson.
- Luthans, F. (2021). *Organizational Behavior: An Evidence-Based Approach* (14th ed.). McGraw-Hill Education.
- Greenberg, J., & Baron, R. A. (2022). *Behavior in Organizations* (11th ed.). Pearson.

- Kinicki, A., & Fugate, M. (2021). *Organizational Behavior: A Practical, Problem-Solving Approach* (2nd ed.). McGraw-Hill Education.
- Hughes, R. L., & Beatty, K. C. (2021). *Becoming a Master Manager: A Competency Based Approach* (7th ed.). Wiley.

Additional Reading:

- Rogelberg, S. G. (Ed.). *Organisational Psychology*. (ISBN: 9781483386898)
- Szilagyi, A. D., & Wallace, M. J. *Organisational Behaviour and Performance*.
- Kreitner, R., & Kinicki, A. (2019). *Organisational Behaviour*. McGraw-Hill Education.
- Smith, P. E., Yellowley, W., & McLachlan, C. J. (2020). *Organizational Behaviour: Managing People in Dynamic Organizations*. Taylor & Francis Group.
- Cross, C., & Carbery, R. (2022). *Organisational Behaviour* (2nd ed.). Red Globe Press.

UNIT SPECIFICATIONS

Unit Title
Leading and Managing Teams

Level
5

Learning Time Hours
150

Credit Value
6

Module Overview

Employers frequently cite both hard management skills and soft leadership skills as essential to business success, yet few individuals possess sufficient proficiency in both areas to make significant impact on operations and strategy. This module supports learners' understanding of leadership as a role and management as a function, enabling them to develop the knowledge, skills, and attributes necessary to make meaningful contributions to organisational success. Students will explore the distinctions between leadership and management whilst developing competencies in both domains.

Learning Outcomes

Competences:

Upon successful completion of this module, learners will demonstrate the responsibility and autonomy to:

- Demonstrate the ability to apply both leadership and management approaches effectively, distinguishing between soft leadership skills and hard management techniques in various team and organisational contexts
- Analyse and apply various leadership theories, including trait theory, behavioural theories, situational theory, and contingency theory, to develop and implement effective team management strategies
- Evaluate and compare the implications of transactional and transformational leadership styles on team performance and motivation, applying these insights to improve team dynamics and outcomes
- Develop and execute action plans for addressing complex team challenges, integrating creative and strategic management processes to enhance team performance
- Apply critical thinking and problem-solving skills to manage unpredictable work contexts, demonstrating the ability to make informed decisions and adapt management strategies accordingly

Knowledge:

Upon successful completion of this module, learners will have engaged with:

- Core principles and advanced theories of leadership and management, including their impact on team performance and organisational success
- Theoretical and practical differences between leadership and management roles, detailing how each role contributes to organisational effectiveness
- Key traits and skills necessary for effective leadership and management across various business contexts
- The influence of different leadership styles and management approaches on team dynamics and overall organisational performance
- The importance of integrating both hard management skills (e.g., planning, organising) and soft leadership skills (e.g., motivation, communication) in achieving organisational goals
- The role of leadership and management in shaping organisational culture, driving strategic change, and achieving long-term business objectives

Skills:

Upon successful completion of this module, learners will have developed:

- Effective leadership capabilities through applying various leadership styles to motivate and guide team members in diverse organisational contexts
- Advanced management techniques to plan, organise, and coordinate team activities and resources efficiently, reflecting a professional approach to team leadership
- Communication skills to foster collaboration and resolve conflicts within teams, employing a range of techniques to address both specialist and non-specialist audiences
- Competence in implementing strategies for performance management, including setting goals, providing feedback, and conducting performance evaluations, whilst addressing ethical considerations
- Ability to develop and execute action plans for team development and problem-solving, applying decision-making skills to address challenges and drive team success
- Capacity to adapt leadership and management approaches to different team dynamics and organisational contexts, demonstrating flexibility and creativity in response to evolving needs

Module-Specific Learner Skills

In addition to the core programme skills outlined in Section B, learners will demonstrate enhanced abilities in:

- Analysing and evaluating different management theories and approaches critically
- Adaptability to understand and apply various management styles and methodologies across different organisational contexts
- Problem-solving through applying management theories to address complex organisational challenges effectively
- Interpersonal skills to understand and navigate interpersonal dynamics within teams and organisations
- Decision-making competence based on understanding of various management theories and their implications

Module-Specific Digital Skills and Competences

Beyond the digital competencies outlined in Section B, learners will develop:

- Proficiency in using digital tools and platforms for team management and collaboration
- Clear and effective communication through digital channels
- Ability to collect, analyse, and interpret digital data relevant to team performance
- Understanding and implementation of digital security practices
- Adaptability to new technologies, demonstrating willingness and capability to learn and adopt emerging digital tools and trends

Module Workload

Component	Hours
Total Contact Hours	60
Supervised Placement and Practice Hours	0
Self-Study Hours	85
Assessment Hours	5
Total Learning Hours	150
ECTS Credits	6

Contact Hours: Structured learning activities under the direction of a lecturer/tutor, including lectures, tutorials, and participation in online forums.
Self-Study Hours: Independent research, reading, and preparation activities.
Assessment Hours: Time allocated for examinations, presentations, group work, and project submissions.

Pedagogy

This module employs an interactive and experiential learning approach incorporating:

- Lectures: Structured delivery of leadership and management theories, principles, and frameworks
- Group Discussions: Facilitated dialogue exploring the dynamics of leadership and management roles in contemporary organisations

- Case Studies: Real-world examples illustrating the application of leadership and management concepts to business challenges
- Experiential Exercises: Practical activities enabling learners to develop and practice leadership and management skills
- Projects: Collaborative activities reinforcing conceptual understanding through practical application
- Practical Scenarios: Real-world examples used to reinforce concepts and foster skill development in both leadership and management domains

Assessment Strategy
Assessment Weightings:

- Individual Reflective Report: 30%
- Presentation: 30%
- Group Project: 40%

Assessment Methods:

- Individual Reflective Report (30%): Students will critically reflect on their understanding of leadership as a role and management as a function, analysing how they can develop the knowledge, skills, and traits to make meaningful contributions to business success (750-1,000 words). This assessment encourages self-awareness and critical evaluation of personal leadership and management competencies
- Presentation (30%): Students will deliver individual presentations (10 minutes, approximately 850 words or maximum 10 slides) focusing on understanding leadership as a role and management as a function, demonstrating how they can develop the knowledge, skills, and traits to contribute meaningfully to organisational success. This assesses their ability to communicate complex leadership and management concepts clearly and professionally
- Group Project (40%): Students will collaborate on a comprehensive project (1,500-2,500 words) applying leadership and management theories to practical organisational scenarios, demonstrating their ability to work effectively in teams whilst addressing complex business challenges. This assessment evaluates both individual contribution and collective team performance

Digital learning tools, including online submission platforms, video conferencing for presentations, and collaborative document editing tools, will be utilised throughout the assessment process.

Pass Mark: 50%

Reassessment Policy:
Students who do not achieve the required standard are afforded one opportunity for reassessment.

- Process: Reassessment typically involves resubmission of individual reports, retaking presentations, or revision of group project contributions
- Timing: Reassessments are scheduled according to the academic calendar, with specific deadlines communicated to affected students
- Support: Additional academic support, including individual tutorials and skills workshops, is provided to assist students in addressing identified areas for development and preparing effectively for reassessment

Essential Reading
Core Texts:

- Northouse, P. G. (2022). *Leadership: Theory and Practice* (8th ed.). Sage Publications.
- Goleman, D. (2021). *Leadership: The Power of Emotional Intelligence*. More Than Sound.
- Judge, T. A., & Piccolo, R. F. (2021). *Transformational and Transactional Leadership: A Meta-Analytic Test of Their Relative Validity*. Wiley.
- Gratton, L. (2021). *The 3D Leader: Discovering Your Leadership Potential*. Pearson.
- Katzenbach, J. R., & Smith, D. K. (2022). *The Wisdom of Teams: Creating the High Performance Organization*. Harper Business.
- Adair, J. (2018). *Develop Your Leadership Skills: Fast, Effective Ways to Become a Leader People Want to Follow*. Kogan Page.
- Kelly, P., & Cole, G. (2020). *Management: Theory and Practice* (9th ed.). Cengage.

Research-Oriented Reading:

- Gellis, P. S., Malos, S., & DeMarie, S. I. (2018). Authentic leadership and employee well-being: The mediating role of transformational leadership. *Journal of Leadership and Organisational Studies*.
- Northouse, P. G. (2021). *Leadership: Theory and Practice* (9th ed.). SAGE Publications.
- Arbinger Institute. (2015). *Leadership and Self-Deception: Getting Out of the Box* (2nd ed.). Berrett-Koehler Publishers.

UNIT SPECIFICATIONS

Unit Title
Marketing for Managers

Level
5

Learning Time Hours
150

Credit Value
6

Module Overview
This module provides learners with a detailed understanding of the marketing planning process and the application of marketing principles across diverse business contexts. Students develop comprehensive knowledge of environmental analysis and how strategic insights inform the development of appropriate objectives and strategies to enhance operational marketing performance. The module explores marketing evolution, segmentation, competitive analysis, and the implementation of effective marketing strategies aligned with organisational goals.

Learning Outcomes
Competences:
Upon successful completion of this module, learners will demonstrate the responsibility and autonomy to:

- Analyse and adapt to different marketing eras and their implications for contemporary business strategies, demonstrating the ability to address complex, evolving market conditions
- Conduct segmentation and competitor analysis to identify target markets and assess competitive positioning, applying creativity and initiative in developing strategic marketing plans
- Apply the 4 P's of marketing (price, product, promotion, place) to devise and implement effective marketing strategies and campaigns, showcasing a professional approach to strategic marketing
- Establish and maintain customer relationships through initiatives in acquisition, retention, and service, reflecting a comprehensive understanding of customer relationship management and its impact on business success

Knowledge:
Upon successful completion of this module, learners will have engaged with:

- Key principles and processes of marketing planning, demonstrating how these contribute to the formulation of effective marketing strategies within a business context
- Advanced methods and tools used for environmental analysis, including market research, competitive analysis, and consumer behaviour insights, reflecting a critical understanding of their application
- The components of a comprehensive marketing plan, including setting strategic objectives, formulating actionable strategies, and implementing tactical actions across various business scenarios
- The alignment of marketing objectives with overall business goals, analysing how this alignment enhances operational marketing performance and contributes to organisational success
- The effectiveness of various marketing strategies in different business contexts and industries, using theoretical and practical knowledge to assess their impact
- The role of marketing performance metrics and evaluation methods in assessing and improving marketing strategies and operations, considering relevant social and ethical issues

Skills:
Upon successful completion of this module, learners will have developed:

- Capability to conduct comprehensive environmental analyses to gather insights on market trends, consumer behaviour, and competitive dynamics, demonstrating a professional approach to strategic planning
- Ability to develop and implement detailed marketing plans by setting clear objectives, formulating strategic approaches, and designing tactical actions, reflecting a high level of autonomy and initiative
- Proficiency in applying advanced marketing research methods to gather and interpret data, supporting informed decision-making and strategic development with critical analysis
- Skills to create and execute marketing strategies that align with business goals, enhancing operational performance through effective implementation and continuous evaluation
- Competence to utilise performance metrics and evaluation tools to assess the effectiveness of marketing strategies, making data-driven adjustments and demonstrating a professional approach to performance management
- Ability to communicate marketing plans and strategies effectively to both specialist and non-specialist stakeholders, ensuring clarity and alignment with organisational objectives and operational goals

Module-Specific Learner Skills

In addition to the core programme skills outlined in Section B, learners will demonstrate enhanced abilities in:

- Proficiency in analysing marketing data to derive actionable insights and optimise marketing performance
- Understanding of brand management principles and the ability to develop and maintain brand equity in line with contemporary marketing practices
- Understanding of ethical principles in marketing and the ability to make ethically sound decisions when faced with contemporary marketing issues

Module-Specific Digital Skills and Competences
Beyond the digital competencies outlined in Section B, learners will develop:

- Enhanced analytical skills for interpreting market trends and consumer behaviour
- Improved strategic thinking capabilities to develop effective marketing plans and campaigns
- Enhanced communication skills for conveying marketing messages to diverse audiences
- Advanced problem-solving skills to address marketing challenges and capitalise on opportunities
- Strengthened teamwork and collaboration skills for executing coordinated marketing efforts within organisations

Module Workload

Component	Hours
Total Contact Hours	**60**
Supervised Placement and Practice Hours	**0**
Self-Study Hours	**85**
Assessment Hours	**5**
Total Learning Hours	**150**
ECTS Credits	**6**

Contact Hours: Structured learning activities under the direction of a lecturer/tutor, including lectures, tutorials, and participation in online forums.
Self-Study Hours: Independent research, reading, and preparation activities.
Assessment Hours: Time allocated for examinations, presentations, group work, and project submissions.

Pedagogy
This module employs a blended learning approach incorporating:

- Theoretical Lectures: Structured delivery of marketing planning processes, principles, and frameworks
- Practical Exercises: Application-based activities developing competence in environmental analysis, strategy development, and marketing planning
- Interactive Discussions: Facilitated dialogue encouraging critical thinking and peer-to-peer learning on contemporary marketing challenges
- Case Studies: Real-world examples illustrating the marketing planning process and strategic decision-making in various business contexts
- Guest Lectures: Industry experts providing additional perspectives on current marketing practices and trends
- Digital Tools: Integration of digital learning resources to enhance learning outcomes and develop practical marketing competencies

Assessment Strategy
Assessment Weightings:

- Assignment: 50%
- Presentation: 30%
- Examination: 20%

Assessment Methods:

- Assignment (50%): Students will demonstrate comprehensive understanding of environmental analysis and how this leads to the development of appropriate objectives and strategies to enhance operational marketing

performance (maximum 1,500 words). This assesses their ability to apply marketing planning principles to complex business scenarios
- Presentation (30%): Students will deliver individual presentations (10 minutes, approximately 850 words or maximum 10 slides) focusing on digital analytics tools to measure marketing performance and ROI, and the use of social media platforms for customer engagement, brand building, and community management. This assesses their ability to communicate marketing strategies effectively using digital tools
- Examination (20%): The examination will evaluate theoretical understanding, analytical skills, and practical application within the realm of marketing planning processes and the application of these principles to a variety of business contexts. Questions will reflect real-world marketing scenarios and strategic challenges

Digital learning tools, including online submission platforms, video conferencing for presentations, and collaborative document editing tools, will be utilised throughout the assessment process.

Pass Mark: 50%

Reassessment Policy:
Students who do not achieve the required standard are afforded one opportunity for reassessment.
- Process: Reassessment typically involves resubmission of assignments, retaking examinations, or revision of presentations
- Timing: Reassessments are scheduled according to the academic calendar, with specific deadlines communicated to affected students
- Support: Additional academic support, including individual tutorials and skills workshops, is provided to assist students in addressing identified areas for development and preparing effectively for reassessment

Essential Reading
Core Texts:
- Kotler, P., & Keller, K. L. (2023). *Marketing Management* (16th ed.). Pearson.
- Armstrong, G., & Kotler, P. (2021). *Principles of Marketing* (18th ed.). Pearson.
- Morris, M. H., Schindehutte, M., & Allen, J. (2021). *Innovative Marketing: Concepts and Cases*. Routledge.
- Baines, P., Fill, C., & Page, K. (2021). *Marketing* (4th ed.). Oxford University Press.

Research-Oriented Reading:
- Hollensen, S. (2022). *Marketing Management: A Relationship Approach* (5th ed.). Pearson.
- Baines, P., et al. (2019). *Marketing* (5th ed.). Oxford University Press.

UNIT SPECIFICATIONS

Unit Title
Principles and Concepts of Business Strategy

Level
5

Learning Time Hours
150

Credit Value
6

Module Overview
Strategy is fundamentally about positioning a business optimally to gain competitive advantage in its target market. Achieving competitive advantage requires research, analysis, interpretation, and strategic decision-making. This module develops learners' knowledge and skills to contribute effectively to organisational strategy development and implementation. Students explore strategic frameworks, analytical tools, and decision-making processes essential for formulating and executing effective business strategies in complex and dynamic environments.

Learning Outcomes
Competences:
Upon successful completion of this module, learners will demonstrate the responsibility and autonomy to:
- Develop and implement short-term strategic plans to achieve immediate organisational objectives, demonstrating the ability to manage and align resources effectively
- Articulate and align the organisation's vision, mission, objectives, and overall strategy, ensuring coherence and integration across different levels of the organisation

- Analyse and select appropriate strategic options, including growth, diversification, cost leadership, or hybrid strategies, to address complex business challenges and drive organisational success
- Utilise both deliberate and emergent strategies to address organisational needs, demonstrating creativity and adaptability in response to dynamic business environments

Knowledge:
Upon successful completion of this module, learners will have engaged with:

- Advanced principles and concepts of business strategy, including how these contribute to achieving competitive advantage in complex business environments
- Key components of the strategic management process, including strategic planning, implementation, and evaluation, within various organisational contexts
- Advanced strategic frameworks and models, such as SWOT analysis, PESTEL analysis, and Porter's Five Forces, to inform and guide strategic decision-making
- The significance of market research and competitive analysis in formulating and implementing business strategies, reflecting on their impact on strategic effectiveness
- The effects of strategic decisions on organisational performance and long-term success, incorporating both theoretical insights and practical considerations
- The role of strategic leadership in the development and execution of business strategies, considering its impact on organisational direction and effectiveness

Skills:
Upon successful completion of this module, learners will have developed:

- Capability to formulate strategic plans by conducting comprehensive analyses of internal and external business environments, ensuring a professional approach to strategic decision-making
- Proficiency in conducting SWOT analysis to critically identify and evaluate organisational strengths, weaknesses, opportunities, and threats, applying insights to strategic planning
- Ability to assess and select strategic options using advanced tools such as cost-benefit analysis and risk assessment, tailored to various business contexts
- Skills to design and implement strategic initiatives by setting clear objectives, effectively allocating resources, and managing organisational change to drive business success
- Competence to monitor and adjust strategies by applying performance metrics and feedback mechanisms, ensuring alignment with organisational goals and adapting to dynamic business conditions
- Ability to integrate interdisciplinary knowledge to address complex research problems, applying theoretical and practical insights from various fields, and synthesising knowledge across disciplines to develop comprehensive and innovative research solutions

Module-Specific Learner Skills
In addition to the core programme skills outlined in Section B, learners will demonstrate enhanced abilities in:

- Implementing specific actions to support operational plans effectively
- Planning, monitoring, reviewing, and adjusting strategies for optimal outcomes
- Implementing market penetration, integration, internationalisation, merger/acquisition, or diversification strategies

Module-Specific Digital Skills and Competences
Beyond the digital competencies outlined in Section B, learners will develop:

- Capability to communicate effectively through emails, social media platforms, and video conferencing tools
- Proficiency in using digital tools, software, and platforms relevant to strategic analysis and planning
- Skill in organising, storing, and retrieving digital information effectively
- Ability to collaborate effectively with teams using digital collaboration tools and platforms
- Capacity to learn and adapt to new digital technologies and tools as they emerge

Module Workload

Component	Hours
Total Contact Hours	**60**
Supervised Placement and Practice Hours	**0**
Self-Study Hours	**85**
Assessment Hours	**5**

Component	Hours
Total Learning Hours	**150**
ECTS Credits	**6**

Contact Hours: Structured learning activities under the direction of a lecturer/tutor, including lectures, tutorials, and participation in online forums.
Self-Study Hours: Independent research, reading, and preparation activities.
Assessment Hours: Time allocated for examinations, presentations, group work, and project submissions.

Pedagogy
This module employs a blended learning approach incorporating theoretical study and practical application:

- Lectures: Structured delivery of key strategic concepts, frameworks, and decision-making processes
- Case Studies: Real-world examples illustrating strategic challenges and solutions across various industries and organisational contexts
- Interactive Discussions: Facilitated dialogue encouraging critical thinking and peer-to-peer learning on strategic issues
- Practical Exercises: Application-based activities developing competence in applying strategic frameworks to business problems
- Simulations: Experiential learning opportunities providing hands-on experience in strategic decision-making and implementation

The pedagogical approach prepares learners to contribute effectively to strategy development and implementation within organisations.

Assessment Strategy
Assessment Weightings:

- Assignment: 50%
- Presentation: 30%
- Examination: 20%

Assessment Methods:

- Assignment (50%): Students will analyse and select growth, diversification, cost leadership, or hybrid strategies, demonstrating their ability to apply strategic frameworks to complex business scenarios (maximum 1,500 words). This assesses their capacity to evaluate strategic options and make informed recommendations
- Presentation (30%): Students will deliver individual presentations (10 minutes, approximately 850 words or maximum 10 slides) demonstrating critical thinking and application of strategic concepts. This assesses their ability to communicate strategic insights clearly and professionally to diverse audiences
- Examination (20%): The examination will evaluate theoretical understanding, analytical skills, and practical application within business strategy frameworks. Questions will reflect real-world strategic challenges and decision-making scenarios

Digital learning tools, including online assessment platforms and presentation software, will be utilised throughout the assessment process.

Pass Mark: 50%

Reassessment Policy:
Students who do not achieve the required standard are afforded one opportunity for reassessment.

- Process: Reassessment typically involves resubmission of assignments, retaking examinations, or revision of presentations
- Timing: Reassessments are scheduled according to the academic calendar, with specific deadlines communicated to affected students
- Support: Additional academic support, including individual tutorials and skills workshops, is provided to assist students in addressing identified areas for development and preparing effectively for reassessment

Essential Reading
Core Texts:

- Porter, M. E. (2020). *Competitive Strategy: Techniques for Analysing Industries and Competitors*. Free Press.
- Barney, J. B., & Hesterly, W. S. (2021). *Strategic Management and Competitive Advantage: Concepts and Cases* (7th ed.). Pearson.
- Hill, C. W. L., Jones, G. R., & Schilling, M. A. (2022). *Strategic Management Theory: An Integrated Approach* (13th ed.). Cengage Learning.

- Johnson, G., Scholes, K., & Whittington, R. (2022). *Exploring Corporate Strategy: Text and Cases* (12th ed.). Pearson.
- Johnson, G., et al. (2019). *Exploring Strategy* (12th ed.). Pearson.
- Whittington, R., et al. (2020). *Fundamentals of Strategy* (10th ed.). Pearson.

Additional Reading:

- Mintzberg, H., Ahlstrand, B., & Lampel, J. (2022). *Strategy Safari: A Guided Tour Through the Wilds of Strategic Management*. Free Press.
- Wheelen, T. L., & Hunger, J. D. (2022). *Strategic Management and Business Policy: Globalization, Innovation, and Sustainability* (16th ed.). Pearson.

UNIT SPECIFICATIONS

Unit Title
Supply Chain Management

Level
5

Learning Time Hours
150

Credit Value
6

Module Overview
The Supply Chain Management module provides in-depth knowledge of designing and managing complex supply chains. It emphasises strategic optimisation, risk management, and the application of emerging technologies. Students learn to enhance efficiency, drive performance, and address global supply chain challenges through the application of contemporary frameworks, analytical tools, and best practices in supply chain design and implementation.

Learning Outcomes
Competences:
Upon successful completion of this module, learners will demonstrate the responsibility and autonomy to:

- Manage complex supply chain processes, including procurement, logistics, and inventory management, in unpredictable environments, ensuring alignment with organisational objectives
- Collaborate with cross-functional teams to design and implement supply chain strategies that address operational challenges and improve team performance
- Monitor and evaluate supply chain performance metrics to identify areas of inefficiency, solving complex problems to enhance overall operational efficiency
- Advise senior management on supply chain strategies and emerging technologies to support decision-making in dynamic and competitive contexts
- Negotiate contracts and agreements with suppliers and stakeholders, applying creativity and initiative to secure terms that enhance the organisation's supply chain capabilities

Knowledge:
Upon successful completion of this module, learners will have engaged with:

- Advanced supply chain models and frameworks to evaluate their effectiveness across various organisational contexts, addressing operational and strategic challenges
- The impact of emerging technologies, such as artificial intelligence and blockchain, on enhancing supply chain efficiency, innovation, and competitiveness
- Risk management strategies within supply chains to determine their effectiveness in mitigating operational disruptions and ensuring business continuity
- Global supply chain challenges and opportunities to develop strategies that improve international logistics, regulatory compliance, and cross-border coordination
- Key performance indicators (KPIs) and metrics to measure, analyse, and enhance supply chain performance, facilitating data-driven decision-making
- Best practices in supply chain design and implementation that align with organisational goals and support operational excellence

Skills:
Upon successful completion of this module, learners will have developed:

- Capability to develop supply chain strategies by applying optimisation techniques to improve operational efficiency and reduce costs in complex organisational environments

- Proficiency in utilising data analysis tools to monitor and interpret supply chain performance metrics, making informed decisions based on real-time quantitative and qualitative data
- Competence to implement risk management practices to identify potential disruptions within the supply chain and devise contingency plans to maintain operational continuity
- Ability to apply negotiation tactics to secure favourable terms with suppliers and logistics partners, enhancing agreements and improving supply chain outcomes
- Skills to design and manage supply chain projects by coordinating resources, timelines, and stakeholder expectations to ensure successful project execution and delivery

Module-Specific Learner Skills
In addition to the core programme skills outlined in Section B, learners will demonstrate enhanced abilities in:

- Data analysis to skilfully analyse complex supply chain data, identifying trends, inefficiencies, and opportunities for improvement
- Strategic planning to develop and implement supply chain plans that align with organisational goals and optimise overall performance
- Risk assessment to identify potential risks within the supply chain and apply risk mitigation strategies to ensure continuity and resilience
- Technology integration to effectively incorporate emerging technologies, such as artificial intelligence and blockchain, into supply chain processes to enhance efficiency and innovation
- Negotiation to secure favourable terms with suppliers and logistics partners and enhance supply chain operations

Module-Specific Digital Skills and Competences
Beyond the digital competencies outlined in Section B, learners will develop:

- Data analytics proficiency to use data analytics tools and software for analysing supply chain performance metrics and generating actionable insights
- Supply chain software competence to effectively operate enterprise resource planning (ERP) systems and supply chain management software to manage and optimise supply chain processes
- Technology integration capabilities to implement and integrate emerging technologies, such as blockchain and Internet of Things (IoT), to enhance supply chain visibility and efficiency
- Digital communication skills to utilise digital communication tools (e.g., Slack, Microsoft Teams) for effective collaboration and coordination with team members and stakeholders
- E-commerce platform management to optimise supply chain operations through e-commerce platforms and digital marketplaces, improving customer satisfaction and streamlining order fulfilment

Module Workload

Component	Hours
Total Contact Hours	**60**
Supervised Placement and Practice Hours	**0**
Self-Study Hours	**85**
Assessment Hours	**5**
Total Learning Hours	**150**
ECTS Credits	**6**

Contact Hours: Structured learning activities under the direction of a lecturer/tutor, including lectures, seminars, and participation in online forums.
Self-Study Hours: Independent research, reading, and preparation activities.
Assessment Hours: Time allocated for examinations, presentations, group work, and project submissions.

Pedagogy
This module employs an interactive and practice-oriented learning approach incorporating:

- Interactive Lectures: Structured delivery of foundational theories and concepts in supply chain management
- Practical Seminars: Discussion of current trends and real-world applications in supply chain management
- Case Studies: Real-world examples enabling students to apply theoretical knowledge to practical scenarios

- Group Projects: Collaborative activities fostering critical thinking and problem-solving skills in supply chain contexts
- Hands-On Workshops: Practical sessions with supply chain management software and tools to enhance practical understanding and digital competencies

Assessment Strategy
Assessment Weightings:
- Assignment: 50%
- Presentation: 30%
- Examination: 20%

Assessment Methods:
- Assignment (50%): Students will submit written assignments through the online learning platform, analysing case studies or developing supply chain strategies (maximum 1,500 words). These assignments will be evaluated for depth of analysis, application of theory, and clarity of presentation
- Presentation (30%): Virtual presentations will be conducted via video conferencing tools (10 minutes, approximately 850 words or maximum 10 slides), allowing students to present their findings or case study analyses. This assesses digital communication skills, ability to engage online audiences, and proficiency in using presentation software
- Examination (20%): Online examinations will include timed assessments administered through the learning management system. These will test students' understanding of supply chain concepts through a combination of multiple-choice, short-answer, and case-based questions

Digital learning tools, including online assessment platforms and presentation software, will be utilised throughout the assessment process.

Pass Mark: 50%

Reassessment Policy:
Students who do not achieve the required standard are afforded one opportunity for reassessment.
- Process: Reassessment typically involves resubmission of assignments, retaking examinations, or revision of presentations
- Timing: Reassessments are scheduled according to the academic calendar, with specific deadlines communicated to affected students
- Support: Additional academic support, including individual tutorials and skills workshops, is provided to assist students in addressing identified areas for development and preparing effectively for reassessment

Essential Reading
Core Texts:
- Heizer, J., Render, B., & Munson, C. (2023). *Operations Management: Sustainability and Supply Chain Management* (13th ed.). Pearson Education.
- Chopra, S., & Meindl, P. (2022). *Supply Chain Management: Strategy, Planning, and Operation* (8th ed.). Pearson Education.
- Christopher, M. (2023). *Logistics & Supply Chain Management* (6th ed.). Pearson Education.
- Krajewski, L. J., Ritzman, L. P., & Malhotra, M. K. (2022). *Operations Management: Processes and Supply Chains* (12th ed.). Pearson Education.
- Mentzer, J. T., Myers, M. B., & Stank, T. P. (2022). *Supply Chain Management: Frameworks and Best Practices*. Sage Publications.

Additional Reading:
- Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. (2023). *Designing and Managing the Supply Chain: Concepts, Strategies, and Cases* (4th ed.). McGraw-Hill Education.
- Barney, J. B., & Hesterly, W. S. (2021). *Strategic Management and Competitive Advantage: Concepts and Cases* (7th ed.). Pearson Education.
- Gibson, B. J., & Sturges, C. (2022). *Managing Supply Chains: A Logistics Approach*. Routledge.
- Coyle, J. J., Langley, C. J., Novack, R. A., & Gibson, B. J. (2023). *Supply Chain Management: A Logistics Perspective* (11th ed.). Cengage Learning.
- Wagner, S. M., & Kemmerling, J. (2023). *Supply Chain Management: A Global Perspective*. Routledge.

UNIT SPECIFICATIONS

Unit Title
Macroeconomics

Level
5

Learning Time Hours
150

Credit Value
6

Module Overview
This module covers essential economic principles and the functioning of the economy at a national level. Topics include the production, distribution, and consumption of goods and services, the exchange process, and the role of government in economic management. Key areas of focus include national income and its distribution, Gross Domestic Product (GDP), consumption and savings functions, investment spending, the multiplier effect, and the impact of government expenditure on income and output. Additionally, the module includes analysis of monetary policy, examining the banking system and central bank operations.

Learning Outcomes
Competences:
Upon successful completion of this module, learners will demonstrate the responsibility and autonomy to:

- Analyse complex economic concepts and their effects on national economic indicators and policies, demonstrating an advanced understanding of macroeconomic dynamics
- Evaluate the impact of various government policies on the economy using theoretical knowledge, showcasing the ability to critically assess and interpret policy implications with autonomy
- Apply economic models and theories to analyse intricate relationships and their effects on economic performance, reflecting a high level of critical thinking and analytical capability
- Assess and interpret the effects of monetary policy and central banking operations on the economy, demonstrating comprehensive understanding and ability to manage complex economic scenarios

Knowledge:
Upon successful completion of this module, learners will have engaged with:

- Fundamental economic principles, including production, distribution, and consumption, within the context of national economic systems, demonstrating understanding of their relevance and application
- The role of government policies in shaping national income and economic performance, with critical focus on fiscal and monetary influences and their impact on economic stability
- Key economic indicators such as GDP, consumption function, and investment spending, and their implications for evaluating economic health in various contexts, using advanced theoretical and practical knowledge
- The principles and impact of monetary policy and banking systems, including the functions of central banks, on national and global economies, reflecting on their significance and implications for economic management

Skills:
Upon successful completion of this module, learners will have developed:

- Capability to analyse national economic data and indicators, such as GDP and investment spending, to assess economic performance and identify trends within specific economic contexts
- Proficiency in applying economic models and principles, including the multiplier effect and consumption functions, to evaluate the impact of government policies on national income and output, demonstrating critical understanding of theoretical and practical aspects
- Competence to utilise analytical tools to interpret the effects of monetary policy, including the role of central banking systems, on inflation, interest rates, and economic stability, providing well-reasoned insights and recommendations
- Ability to evaluate the effectiveness of various economic policies and strategies in addressing issues such as unemployment, inflation, and economic growth, by assessing their application and outcomes in different economic environments

Module-Specific Learner Skills
In addition to the core programme skills outlined in Section B, learners will demonstrate enhanced abilities in:

- Analysing national economic data such as GDP and inflation rates to assess economic performance and identify trends
- Applying economic models like the multiplier effect and consumption functions to real-world scenarios to predict the impact of economic policies on national income and output
- Evaluating the impact of government fiscal and monetary policies on economic stability and growth
- Understanding and explaining the role of central banking systems in managing the economy, including how central bank actions influence inflation, interest rates, and financial stability

Module-Specific Digital Skills and Competences
Beyond the digital competencies outlined in Section B, learners will develop:

- Proficiency in analysing macroeconomic data using software tools to assess indicators like GDP, inflation, and unemployment rates
- Competence in applying statistical methods using software to model and interpret macroeconomic variables and trends
- Skills to create and interpret economic forecasts using digital tools to predict future economic conditions based on historical data and trends
- Ability to navigate and extract relevant information from online economic databases to analyse macroeconomic data

Module Workload

Component	Hours
Total Contact Hours	**60**
Supervised Placement and Practice Hours	**0**
Self-Study Hours	**85**
Assessment Hours	**5**
Total Learning Hours	**150**
ECTS Credits	**6**

Contact Hours: Structured learning activities under the direction of a lecturer/tutor, including lectures, tutorials, and participation in online forums.
Self-Study Hours: Independent research, reading, and preparation activities.
Assessment Hours: Time allocated for examinations, presentations, group work, and project submissions.

Pedagogy
This module employs an online and blended learning approach incorporating:

- Interactive Video Lectures: Recorded content introducing key macroeconomic concepts and theories
- Live Webinars: Real-time sessions for understanding complex concepts and engaging with instructors
- Online Tutorials: Structured guidance on applying economic principles and using analytical tools
- Virtual Workshops: Practical sessions for data analysis and economic forecasting using digital tools
- Interactive Discussion Forums: Online platforms enabling peer-to-peer learning and collaborative exploration of economic issues
- Collaborative Online Projects: Group activities enabling students to apply theoretical knowledge to real-world scenarios
- Regular Quizzes and Assignments: Formative assessments providing feedback and reinforcing understanding in an online environment

Assessment Strategy
Assessment Weightings:

- Assignment: 50%
- Presentation: 30%
- Examination: 20%

Assessment Methods:

- Assignment (50%): Students will complete assignments involving analysis of macroeconomic data using statistical software and online databases (maximum 1,500 words). This demonstrates their ability to apply theoretical concepts to real-world economic scenarios and interpret economic indicators
- Presentation (30%): Students will deliver individual presentations (10 minutes, approximately 850 words or maximum 10 slides) analysing macroeconomic concepts, policies, or data trends. This assesses their ability to communicate economic insights clearly and professionally to diverse audiences
- Examination (20%): A comprehensive online examination will evaluate students' overall grasp of macroeconomic principles, models, and data interpretation skills. Questions will assess theoretical understanding, analytical capabilities, and practical application of economic concepts

Digital learning tools, including online assessment platforms and presentation software, will be utilised throughout the assessment process.

Pass Mark: 50%

Reassessment Policy:
Students who do not achieve the required standard are afforded one opportunity for reassessment.

- Process: Reassessment typically involves resubmission of assignments, retaking examinations, or revision of presentations
- Timing: Reassessments are scheduled according to the academic calendar, with specific deadlines communicated to affected students
- Support: Additional academic support, including individual tutorials and skills workshops, is provided to assist students in addressing identified areas for development and preparing effectively for reassessment

Essential Reading
Core Texts:

- Mankiw, N. G. (2021). *Principles of Macroeconomics* (9th ed.). Cengage Learning.
- Blanchard, O., & Johnson, D. R. (2022). *Macroeconomics* (8th ed.). Pearson.
- Dornbusch, R., Fischer, S., & Startz, R. (2020). *Macroeconomics* (13th ed.). McGraw-Hill Education.

Additional Reading:

- Romer, D. (2021). *Advanced Macroeconomics* (5th ed.). McGraw-Hill Education.
- Taylor, J. B. (2022). *Principles of Economics* (4th ed.). Pearson.

UNIT SPECIFICATIONS

Unit Title
Operating in a Global Context

Level
5

Learning Time Hours
150

Credit Value
6

Module Overview
This module covers essential principles of globalisation and international business operations in contemporary practice. Topics include the multidimensional aspects of globalisation—political, social, economic, and technological factors—and their impact on business strategy and operations. Key areas of focus include global expansion strategies, cross-cultural management, international market analysis, risk assessment in global operations, and the role of international organisations in shaping business dynamics. Additionally, the module includes application of advanced analytical frameworks such as McKinsey's 7-S model and Hofstede's Cultural Dimensions to manage complex global business environments.

Learning Outcomes
Competences:
Upon successful completion of this module, learners will demonstrate the responsibility and autonomy to:

- Analyse and navigate the complexities of globalisation, understanding its impact and implications for international business operations and strategies, demonstrating advanced comprehension of global business dynamics
- Evaluate cross-cultural integration and adaptation strategies, showcasing the ability to facilitate effective communication and collaboration within diverse global environments with professional autonomy
- Identify and leverage global economic, political, and technological trends to develop strategic opportunities for business growth and innovation, reflecting critical thinking and strategic capability
- Assess and mitigate risks associated with global operations, applying resilience and adaptability to manage dynamic international market challenges with comprehensive understanding
- Apply strategic thinking to manage and lead teams in a global context, addressing complex problems and adapting management practices to diverse cultural and economic environments

Knowledge:

Upon successful completion of this module, learners will have engaged with:

- Fundamental principles of globalisation, including its multidimensional aspects (political, social, economic, and technological factors), demonstrating understanding of their impact on global business operations and strategic decision-making
- The role of key drivers of globalisation, such as economies of scale, protectionism, regional integration, and international organisations (e.g., WTO), with critical focus on their effects on global business dynamics and competitive positioning
- Various global expansion strategies, including market-seeking approaches, diversification, and international alliances, and their implications for business success across different economic, political, and cultural contexts, using advanced theoretical and practical knowledge
- Advanced analytical frameworks and models, such as McKinsey's 7-S model and Hofstede's Cultural Dimensions, reflecting on their significance and application in analysing and managing complex global business operations
- The dual nature of globalisation, addressing both opportunities and challenges, and evaluating how businesses can leverage these factors for competitive advantage in international markets

Skills:

Upon successful completion of this module, learners will have developed:

- Capability to develop and implement strategies for global expansion, including market entry and diversification approaches, tailored to specific economic, political, and cultural contexts of international markets
- Proficiency in applying advanced analytical frameworks and models to critically evaluate and manage global business operations, demonstrating comprehensive understanding of theoretical and practical aspects
- Competence to utilise knowledge of globalisation factors to make informed decisions on international business ventures, including analysis of economic, political, and cultural influences, providing well-reasoned strategic recommendations
- Ability to adapt and tailor business practices and strategies to meet diverse cultural, economic, and regulatory requirements across various global markets, by assessing their application and outcomes in different international environments
- Expertise in managing cross-cultural teams and international partnerships effectively through application of advanced communication and negotiation skills
- Proficiency in leveraging technological tools and innovations to enhance global business operations and optimise opportunities in international markets

Module-Specific Learner Skills

In addition to the core programme skills outlined in Section B, learners will demonstrate enhanced abilities in:

- Communicating effectively and collaborating across diverse cultural contexts in international business settings
- Analysing and adapting to global economic, political, and technological trends to inform strategic business decisions
- Making strategic decisions regarding global expansion, market entry strategies, and international market penetration
- Leading and managing international teams and cross-border operations with cultural intelligence and adaptability
- Applying critical thinking and problem-solving skills to navigate complex global challenges and
- identify strategic opportunities in international markets

Module-Specific Digital Skills and Competences

Beyond the digital competencies outlined in Section B, learners will develop:

- Proficiency in utilising digital platforms and tools for comprehensive global market research and competitive analysis
- Competence in leveraging digital marketing tools and platforms for international brand promotion, customer engagement, and market penetration strategies
- Skills in using digital communication platforms to facilitate effective cross-border collaboration, stakeholder engagement, and virtual team management
- Ability to navigate and utilise digital financial management systems for international transactions, currency exchange, and global financial operations

Module Workload

Component	Hours
Total Contact Hours	**60**
Supervised Placement and Practice Hours	**0**

Component	Hours
Self-Study Hours	**85**
Assessment Hours	**5**
Total Learning Hours	**150**
ECTS Credits	**6**

Contact Hours: Structured learning activities under the direction of a lecturer/tutor, including lectures, seminars, and participation in online forums.
Self-Study Hours: Independent research, reading, and preparation activities.
Assessment Hours: Time allocated for examinations, presentations, and assignment submissions.

Pedagogy
This module employs an online and blended learning approach incorporating:

- Interactive Lectures: Structured sessions introducing fundamental globalisation theories, concepts, and analytical models
- Case Study Analysis: Examination of real-world international business scenarios to illustrate globalisation's complexities and strategic benefits
- Facilitated Discussions: Interactive sessions enabling critical exploration of global business challenges and opportunities
- Virtual Workshops: Practical sessions for applying analytical frameworks to international business contexts
- Interactive Discussion Forums: Online platforms enabling peer-to-peer learning and collaborative exploration of global business issues
- Guest Speaker Sessions: Presentations from international business practitioners providing practical insights into contemporary global operations
- Collaborative Projects: Group activities enabling students to apply theoretical knowledge to real-world international business scenarios
- Regular Formative Assessments: Ongoing feedback mechanisms reinforcing understanding and supporting skill development in an online environment

Assessment Strategy

Assessment Weightings:

- Assignment: 50%
- Presentation: 30%
- Examination: 20%

Assessment Methods:
Assignment (50%): Students will complete assignments involving exploration and critical analysis of key globalisation theories, concepts, and models (maximum 1,500 words). This demonstrates their ability to appreciate the complexities of globalisation and the strategic benefits it presents to business organisations in contemporary international markets.

Presentation (30%): Students will deliver individual presentations (10 minutes, approximately 850 words or maximum 10 slides) focusing on cross-cultural integration and adaptation strategies. This assesses their ability to demonstrate effective communication and collaboration approaches within diverse global environments.

Examination (20%): A comprehensive examination will evaluate students' overall grasp of globalisation principles, international business models, and analytical frameworks. Questions will mirror real-world challenges encountered in international operations and strategic management, assessing theoretical understanding, analytical capabilities, and practical application of global business concepts.
Digital learning tools, including online assessment platforms and presentation software, will be utilised throughout the assessment process.

Pass Mark: 50%

Reassessment Policy:
Students who do not achieve the required standard are afforded one opportunity for reassessment.

- Process: Reassessment typically involves resubmission of assignments, retaking examinations, or revision of presentations

- Timing: Reassessments are scheduled according to the academic calendar, with specific deadlines communicated to affected students
- Support: Additional academic support, including individual tutorials and skills workshops, is provided to assist students in addressing identified areas for development and preparing effectively for reassessment

Essential Reading
Core Texts:

- Hill, C.W.L. & Hult, G.T.M. (2023). *International Business: Competing in the Global Marketplace* (13th ed.). McGraw-Hill Education.
- Daniels, J.D., Radebaugh, L.H. & Sullivan, D.P. (2021). *International Business: Environments and Operations* (16th ed.). Pearson.
- Ghemawat, P. (2021). *The New Global Road Map: Enduring Strategies for Turbulent Times*. Harvard Business Review Press.
- Morrison, J. (2022). *The International Business Environment: A Comparative Approach* (3rd ed.). Palgrave Macmillan.
- Kostova, T. & Roth, K. (2021). *Global Strategy: Context and Cases*. Routledge.
- Daniels, J.D. et al. (2018). *International Business Global Edition*. Pearson.
- Ritzer, G. (2019). *Globalisation: The Essentials* (2nd ed.). Wiley-Blackwell.

Additional Reading:

- Bailey, S. (2017). *Academic Writing: A Handbook for International Learners* (5th ed.). Routledge.
- Hill, C.W.L. *Global Business Today*. McGraw-Hill Education.
- Stiglitz, J.E. *Globalisation and Its Discontents*. W.W. Norton & Company.

UNIT SPECIFICATIONS

Unit Title
Business Law for Managers

Level
5

Learning Time Hours
150

Credit Value
6

Module Overview
This module examines the legal frameworks, legislation, and regulatory requirements governing business operations across different jurisdictions. All businesses and their employees must operate within the legal parameters of the countries where they conduct activities. While certain laws apply specifically to particular business structures, others apply universally regardless of operational scope or location. The module supports learners in exploring the laws, legislation, and regulations applicable to their home country and various business types, enabling them to navigate complex legal environments and ensure compliance in managerial decision-making.

Learning Outcomes
Competences:
Upon successful completion of this module, learners will demonstrate the responsibility and autonomy to:

- Apply legal principles and frameworks to protect rights and resolve disputes within a legal context, ensuring fair treatment and justice in various business scenarios with professional competence
- Evaluate and apply principles of business law, including company law, common law, civil law, criminal law, and statutory law, to address complex legal issues in business settings, showcasing advanced legal reasoning and analytical capability
- Navigate legal systems and structures effectively, including court systems, government roles, and law enforcement agencies, to manage legal matters and ensure compliance with regulations, demonstrating comprehensive understanding of legal processes
- Comprehend and apply consumer protection laws to ensure ethical business practices and enhance customer satisfaction, demonstrating the ability to handle legal requirements and implications in business operations with autonomy

Knowledge:
Upon successful completion of this module, learners will have engaged with:

- Fundamental principles and concepts of business law, including the legal framework and regulatory environment that govern business operations, demonstrating understanding of their relevance to managerial practice
- The application of various types of laws, legislation, and regulations—such as contracts, employment, and intellectual property laws—to different business structures and operational contexts, with critical focus on their practical implications
- Legal requirements and compliance obligations specific to different business types and their operational activities, reflecting on how these requirements impact business practices and strategic decision-making
- The effects of legal and regulatory changes on business operations and management practices, using advanced theoretical and practical knowledge to assess how such changes influence strategic decision-making
- Real-world case studies illustrating the application of business law, exploring how legal issues are addressed and resolved in various business scenarios through critical analysis
- The role of legal advisors and the importance of legal risk management in maintaining compliance and safeguarding business interests, emphasising strategic approaches to legal challenges

Skills:
Upon successful completion of this module, learners will have developed:

- Capability to interpret and apply relevant laws, regulations, and legal principles to business operations and decision-making processes, demonstrating a professional approach to legal compliance
- Proficiency in conducting comprehensive legal research to identify and understand applicable laws and regulations for various business activities and structures, using both qualitative and quantitative information with critical evaluation
- Competence to draft and review business contracts and agreements to ensure legal compliance and protect organisational interests, showcasing the ability to create legally sound documentation
- Ability to manage legal risk by identifying potential legal issues and implementing strategies to mitigate legal exposure, reflecting a proactive and strategic approach to legal risk management
- Expertise in advising on legal and regulatory matters related to business operations, including compliance and dispute resolution, using effective communication techniques to convey complex legal concepts to both specialist and non-specialist audiences
- Proficiency in utilising case law and legal precedents to analyse and resolve business law issues in practical scenarios, applying critical thinking and problem-solving skills to real-world legal challenges

Module-Specific Learner Skills
In addition to the core programme skills outlined in Section B, learners will demonstrate enhanced abilities in:

- Conducting advanced legal research to identify and interpret relevant statutes, case law, and legal precedents
- Applying critical thinking and problem-solving capabilities to analyse complex legal issues and propose effective solutions
- Communicating legal arguments effectively through written and oral formats, including drafting legal documents and presenting legal opinions
- Demonstrating attention to detail and accuracy in understanding and applying legal principles to real-world business scenarios
- Exercising ethical reasoning and decision-making when navigating ethical dilemmas and upholding legal and moral integrity in managerial roles

Module-Specific Digital Skills and Competences
Beyond the digital competencies outlined in Section B, learners will develop:

- Proficiency in using legal research databases and online resources to access statutes, case law, and legal commentaries
- Competence in utilising digital tools for contract drafting, document management, and electronic signatures
- Skills in using legal practice management software for organising case files, tracking deadlines, and managing client communications
- Ability to conduct online legal research ethically and responsibly, adhering to copyright and licensing regulations
- Knowledge of cybersecurity best practices and data protection laws relevant to legal practice, ensuring confidentiality and integrity of client information

Module Workload

Component	Hours
Total Contact Hours	**60**
Supervised Placement and Practice Hours	**0**

Component	Hours
Self-Study Hours	**85**
Assessment Hours	**5**
Total Learning Hours	**150**
ECTS Credits	**6**

Contact Hours: Structured learning activities under the direction of a lecturer/tutor, including lectures, tutorials, and participation in online forums.
Self-Study Hours: Independent research, reading, and preparation activities.
Assessment Hours: Time allocated for examinations, presentations, and assignment submissions.

Pedagogy
This module employs an online and blended learning approach incorporating:

- Interactive Lectures: Structured sessions introducing fundamental legal concepts, frameworks, and principles governing business operations
- Case Study Analysis: Examination of real-world legal scenarios to illustrate practical applications of business law in various contexts
- Facilitated Group Discussions: Interactive sessions encouraging critical thinking, legal analysis, and collaborative exploration of legal issues
- Practical Exercises: Mock legal scenarios and regulatory compliance assessments providing hands-on experience in applying legal principles to business situations
- Virtual Workshops: Structured sessions for developing skills in contract drafting, legal document review, and legal risk assessment
- Guest Speaker Sessions: Presentations from legal professionals and experts offering practical insights from the field
- Interactive Discussion Forums: Online platforms enabling peer-to-peer learning and collaborative analysis of legal challenges
- Regular Formative Assessments: Ongoing feedback mechanisms reinforcing understanding and supporting skill development in legal reasoning and application

Assessment Strategy
Assessment Weightings:

- Assignment: 50%
- Presentation: 30%
- Examination: 20%

Assessment Methods:
Assignment (50%): Students will complete assignments involving analysis of case studies focused on legal principles within the laws, legislation, and regulations of the countries in which businesses conduct activities (maximum 1,500 words). This evaluates students' ability to comprehend theoretical legal concepts and apply them effectively in practical situations within legal and corporate contexts.

Presentation (30%): Students will deliver individual presentations (10 minutes, approximately 850 words or maximum 10 slides) effectively communicating findings from legal research and strategic recommendations. This assesses their ability to convey intricate legal concepts clearly to diverse audiences and evaluates their skill in utilising digital tools to enhance clarity and impact.

Examination (20%): A comprehensive examination will assess students' theoretical understanding of business law concepts, analytical skills, and application of legal principles in various business contexts. This component offers a comprehensive evaluation of students' knowledge and comprehension of legal theories and their practical application in business settings.
Digital learning tools, including online assessment platforms and presentation software, will be utilised throughout the assessment process.

Pass Mark: 50%

Reassessment Policy:
Students who do not achieve the required standard are afforded one opportunity for reassessment.

- Process: Reassessment typically involves resubmission of assignments, retaking examinations, or revision of presentations
- Timing: Reassessments are scheduled according to the academic calendar, with specific deadlines communicated to affected students
- Support: Additional academic support, including individual tutorials and skills workshops, is provided to assist students in addressing identified areas for development and preparing effectively for reassessment

Essential Reading
Core Texts:

- Mallor, J.P., Barnes, A.J., Bowers, K.L. & Langvardt, A.R. (2022). *Business Law: The Ethical, Global, and E-Commerce Environment* (17th ed.). McGraw-Hill Education.
- Cheeseman, H.R. (2021). *Business Law: Text and Cases* (11th ed.). Pearson.
- Baker, J.R. & McKenzie, C.L. (2022). *Business Law for Managers*. Routledge.
- Miller, R.L. & Jentz, G.A. (2021). *Business Law and the Regulation of Business* (11th ed.). Cengage Learning.
- Beatty, J.F., Samuelson, S.S. & Baucus, M.S. (2023). *Business Law and the Regulation of Business* (12th ed.). Cengage Learning.
- Adams, A. et al. (2020). *Law for Business Learners* (4th ed.). Pearson.
- Kelly, D. (2020). *Business Law*. Routledge.

Additional Reading:

- Mann, R.A. & Roberts, B.S. *Smith and Roberson's Business Law*. Cengage Learning.
- Bevans, N. *Business Law: A Hands-On Approach*. Cengage Learning.
- Kubasek, N., Browne, M.N. & Herron, D.J. *Dynamic Business Law: The Essentials*. McGraw-Hill Education.
- Abbott, K. *Legal Aspects of Business*. Cengage Learning.

UNIT SPECIFICATIONS

Unit Title
Management Accounting and Decision Making

Level
5

Learning Time Hours
150

Credit Value
6

Module Overview
This module examines the role of management accounting in providing business managers with essential financial information required to achieve organisational objectives. Effective decision-making depends on the timeliness and accuracy of financial data used to inform strategic and operational choices. The module provides learners with comprehensive awareness of the scope and purpose of management accounting, enabling them to support effective decision-making within business environments. Key areas of focus include cost behaviour analysis, budgeting and budgetary control, variance analysis, investment appraisal methods, and performance measurement techniques that align financial management practices with organisational goals.

Learning Outcomes
Competences:
Upon successful completion of this module, learners will demonstrate the responsibility and autonomy to:

- Apply management accounting techniques to improve cost control and enhance decision-making within complex business environments, demonstrating advanced analytical competence
- Prepare and analyse financial reports to support strategic business decisions and evaluate financial performance effectively, showcasing the ability to critically assess financial data with professional autonomy
- Utilise investment appraisal methods to assess potential investments and make data-driven decisions aligned with organisational goals, reflecting strategic capability and critical thinking
- Implement budgetary control measures to monitor financial performance and manage resources efficiently in dynamic business contexts, demonstrating comprehensive understanding of financial management

Knowledge:
Upon successful completion of this module, learners will have engaged with:

- Fundamental principles and concepts of management accounting and their role in enhancing decision-making processes, demonstrating understanding of their relevance to managerial practice
- Key management accounting techniques, such as cost behaviour analysis, budgeting, and variance analysis, with critical focus on their application in strategic business decision-making
- Different types of cost classifications and their impact on financial reporting and managerial decisions, using advanced theoretical and practical knowledge
- How management accounting information supports strategic planning, performance measurement, and operational control, reflecting on their significance in achieving organisational objectives
- Financial data and reports to evaluate business performance and inform managerial decision-making through systematic analysis
- The importance of management accounting in aligning financial management practices with organisational goals and strategic objectives

Skills:
Upon successful completion of this module, learners will have developed:

- Capability to develop detailed cost models to analyse cost behaviour and profitability within a business context, aiding in strategic decision-making
- Proficiency in creating and managing comprehensive budgets and financial forecasts to guide both strategic and operational planning in dynamic business environments
- Competence to apply management accounting techniques, such as variance analysis and break-even analysis, to assess financial performance and support data-driven decision-making
- Ability to evaluate financial performance using key metrics and reports to make informed decisions on resource allocation and enhance operational efficiency
- Expertise in utilising cost information to design and implement cost-control strategies, improving financial outcomes within organisational settings
- Proficiency in communicating management accounting findings and recommendations clearly to stakeholders, ensuring informed and effective strategic decisions

Module-Specific Learner Skills
In addition to the core programme skills outlined in Section B, learners will demonstrate enhanced abilities in:

- Applying advanced analytical skills to interpret financial data and make informed managerial decisions based on cost and performance analysis
- Exercising problem-solving capabilities to address complex business challenges and optimise resource allocation through budgetary control techniques
- Communicating financial information effectively to stakeholders and facilitating decision-making processes
- Using management accounting tools and techniques proficiently to support strategic planning, investment appraisal, and performance evaluation

Module-Specific Digital Skills and Competences
Beyond the digital competencies outlined in Section B, learners will develop:

- Proficiency in utilising accounting software for recording transactions, generating financial reports, and conducting cost analysis
- Competence in using spreadsheet applications for financial modelling, budgeting, and decision support analysis
- Skills in using data visualisation tools to present financial information in a clear and compelling manner to stakeholders
- Ability to leverage cloud-based accounting platforms for collaborative financial management and real-time data access

Module Workload

Component	Hours
Total Contact Hours	60
Supervised Placement and Practice Hours	0
Self-Study Hours	85
Assessment Hours	5
Total Learning Hours	150

Component	Hours
ECTS Credits	6

Contact Hours: Structured learning activities under the direction of a lecturer/tutor, including lectures, tutorials, and participation in online forums.
Self-Study Hours: Independent research, reading, and preparation activities.
Assessment Hours: Time allocated for examinations, presentations, and assignment submissions.

Pedagogy
This module employs an online and blended learning approach incorporating:

- Interactive Lectures: Structured sessions introducing fundamental management accounting principles, theories, and techniques
- Case Study Analysis: Examination of real-world examples demonstrating how management accounting informs decision-making processes in various business contexts
- Interactive Exercises: Practical activities enabling learners to apply theoretical knowledge to scenarios, developing analytical skills and decision-making abilities
- Virtual Workshops: Hands-on sessions for developing skills in financial modelling, budgeting, and cost analysis using digital tools
- Guest Speaker Sessions: Presentations from industry professionals offering insights into practical applications of management accounting in different business contexts
- Collaborative Projects: Group activities enabling students to apply management accounting techniques to real-world business challenges
- Interactive Discussion Forums: Online platforms enabling peer-to-peer learning and collaborative exploration of management accounting issues
- Regular Formative Assessments: Ongoing feedback mechanisms reinforcing understanding and supporting skill development in practical application

Assessment Strategy
Assessment Weightings:

- Assignment: 50%
- Presentation: 30%
- Examination: 20%

Assessment Methods:
Assignment (50%): Students will complete assignments involving analysis of case studies and application of management accounting techniques to make informed decisions (maximum 1,500 words). This component assesses students' ability to utilise theoretical concepts in practical scenarios to support decision-making processes within business contexts.

Presentation (30%): Students will deliver individual presentations (10 minutes, approximately 850 words or maximum 10 slides) effectively communicating their analysis and recommendations using management accounting data. This evaluates their capacity to present complex financial information clearly and persuasively, enhancing their proficiency in conveying insights to stakeholders.

Examination (20%): A comprehensive examination will evaluate students' theoretical understanding of management accounting concepts, analytical skills, and their ability to apply these principles in various decision-making contexts. This component provides a comprehensive assessment of students' knowledge and competency in management accounting and its role in decision-making.

Digital learning tools, including online assessment platforms and presentation software, will be utilised throughout the assessment process.

Pass Mark: 50%

Reassessment Policy:
Students who do not achieve the required standard are afforded one opportunity for reassessment.

- Process: Reassessment typically involves resubmission of assignments, retaking examinations, or revision of presentations
- Timing: Reassessments are scheduled according to the academic calendar, with specific deadlines communicated to affected students
- Support: Additional academic support, including individual tutorials and skills workshops, is provided to assist students in addressing identified areas for development and preparing effectively for reassessment

Essential Reading
Core Texts:

- Kimmel, P.D., Weygandt, J.J. & Kieso, D.E. (2021). *Financial Accounting: Tools for Business Decision Making* (10th ed.). Wiley.
- Bhimani, A., Bromwich, M. & Silvola, H. (2021). *Management Accounting: Risk and Control Strategies* (4th ed.). Routledge.
- Tucker, J.J. & P.M. (2022). *Managerial Accounting: A Focus on Decision Making* (2nd ed.). McGraw-Hill Education.
- Anthony, R.N. & Govindarajan, V. (2022). *Management Control Systems: Performance Measurement, Evaluation, and Incentives* (16th ed.). McGraw-Hill Education.
- Baker, C.R. & Powers, M. (2021). *Cost Accounting and Management Essentials*. Routledge.
- Atrill, P. (2021). *Management Accounting for Decision Makers* (10th ed.). Pearson.
- Drury, C. (2018). *Management Accounting for Business* (7th ed.). Cengage.

Additional Reading:

- Hilton, R.W. & Platt, D.E. *Managerial Accounting: Creating Value in a Dynamic Business Environment*. McGraw-Hill Education.
- Atrill, P. & McLaney, E. *Management Accounting for Decision Makers*. Pearson.
- Drury, C. *Management and Cost Accounting*. Cengage.
- Withers, A.L. *Management Accounting: Principles and Practice*.

UNIT SPECIFICATIONS

Unit Title
Start-up: Conception to Market

Level
5

Learning Time Hours
150

Credit Value
6

Module Overview
This module addresses the journey from entrepreneurial aspiration to business reality, recognising that while many individuals dream of establishing their own ventures, they often lack awareness of the requirements, available support systems, and personal qualities necessary for success. The module consolidates previous learning by enabling learners to employ knowledge and skills from disciplines such as business strategy, financial planning, accounting, and management to produce viable business plans. Key areas of focus include opportunity identification, business idea generation, comprehensive business planning, legal and regulatory compliance, product development, market entry strategies, and scaling start-ups to achieve sustainable growth and competitive advantage.

Learning Outcomes
Competences:
Upon successful completion of this module, learners will demonstrate the responsibility and autonomy to:

- Identify and leverage essential resources for business start-up, including capital investment, labour, physical resources, and support systems, to ensure effective business establishment and growth with professional competence
- Apply entrepreneurial skills such as financial management, problem-solving, negotiation, and project management to navigate and resolve complex challenges associated with starting and running a business, showcasing advanced analytical capability
- Comprehend and implement legal requirements for business start-up, including formalised business structures, operating licences, insurance, and taxation registration, to ensure full compliance with regulatory frameworks, demonstrating comprehensive understanding of legal processes

Knowledge:
Upon successful completion of this module, learners will have engaged with:

- Key stages and processes of starting a business, from conception through to market launch, incorporating advanced concepts and practices at the forefront of entrepreneurship
- Principles of opportunity identification, business idea generation, and market research, with critical focus on integrating detailed theoretical and practical knowledge to assess the feasibility of business concepts

- Essential components of a business plan, including market analysis, financial planning, and operational strategies, utilising complex methods and tools in business planning and innovation
- Legal and regulatory requirements for establishing and operating new businesses, including registration, licensing, and compliance, considering relevant social and ethical issues
- Strategies for product development, market entry, and scaling start-ups to achieve sustainable growth and competitive advantage, applying critical understanding of theories and practical methodologies
- The role of innovation and entrepreneurship in creating value and driving the success of new business ventures, reflecting advanced understanding of current trends and practices in the field

Skills:
Upon successful completion of this module, learners will have developed:

- Capability to develop comprehensive business plans, including market analysis, financial projections, and operational strategies, to effectively guide the start-up process and ensure professional approach to business management
- Proficiency in conducting in-depth market research to identify target audiences, assess market needs, and validate business ideas, using qualitative and quantitative techniques to inform strategic decisions
- Competence to create and refine viable business models and value propositions based on research findings and market demands, demonstrating the ability to apply knowledge in practical and innovative manner
- Ability to prepare and present compelling pitches or proposals to attract investors, stakeholders, or partners, effectively communicating business concepts and strategies to both specialist and non-specialist audiences
- Expertise in implementing necessary legal and regulatory steps to register and establish businesses, including obtaining licences and permits, reflecting professional understanding of compliance requirements
- Proficiency in designing and executing strategies for product development, market entry, and early-stage growth, ensuring successful launch and establishment of businesses in the market through well-informed decision-making and strategic planning

Module-Specific Learner Skills
In addition to the core programme skills outlined in Section B, learners will demonstrate enhanced abilities in:

- Conducting market research and analysing industry trends to identify target markets, assess competition, and capitalise on emerging opportunities
- Building and maintaining strong customer relationships, understanding consumer needs, and delivering value-added solutions
- Identifying potential risks associated with business start-up and implementing risk mitigation strategies to safeguard venture interests

Module-Specific Digital Skills and Competences
Beyond the digital competencies outlined in Section B, learners will develop:

- Understanding of digital marketing strategies such as SEO, social media marketing, email marketing, and content marketing to promote business start-ups effectively in the online space
- Ability to collect, analyse, and interpret data using digital analytics tools to gain insights into customer behaviour, market trends, and performance metrics, enabling informed decision-making
- Familiarity with cloud computing services such as Google Cloud Platform, Microsoft Azure, or Amazon Web Services for scalable storage, data processing, and application hosting, facilitating efficient business operations

Module Workload

Component	Hours
Total Contact Hours	60
Supervised Placement and Practice Hours	0
Self-Study Hours	85
Assessment Hours	5
Total Learning Hours	150
ECTS Credits	6

Contact Hours: Structured learning activities under the direction of a lecturer/tutor, including lectures, workshops, and participation in online forums.
Self-Study Hours: Independent research, reading, and preparation activities.
Assessment Hours: Time allocated for presentations, case study analysis, and group project submissions.

Pedagogy
This module employs a dynamic online and blended learning approach incorporating:

- Interactive Lectures: Structured sessions introducing foundational knowledge of start-up resources, entrepreneurial skills, legal requirements, and comprehensive business planning
- Virtual Workshops: Hands-on learning sessions enabling application of theory to practical scenarios and fostering problem-solving skills
- Case Study Analysis: Extensive examination of real-world examples promoting critical thinking and understanding of entrepreneurial challenges
- Facilitated Group Discussions: Collaborative exploration of start-up concepts, strategies, and practical challenges
- Guest Speaker Sessions: Presentations from industry practitioners and successful entrepreneurs offering practical insights and contemporary perspectives
- Collaborative Projects: Group activities developing teamwork, leadership, and practical application of business planning principles
- Individual Presentations: Opportunities to develop communication skills and articulate business concepts professionally
- Online Resources and Forums: Digital platforms complementing structured learning, allowing for deeper exploration of entrepreneurship topics and peer-to-peer knowledge sharing
- Regular Formative Assessments: Ongoing feedback mechanisms reinforcing understanding and supporting skill development in entrepreneurial practice

Assessment Strategy
Assessment Weightings:

- Presentation: 30%
- Case Study Analysis: 30%
- Start-up Ideation (Group Project): 40%

Assessment Methods:
Presentation (30%): Students will deliver individual presentations (10 minutes, approximately 850 words or maximum 10 slides) articulating business concepts, market analysis, or entrepreneurial strategies. This assesses their ability to communicate complex business ideas clearly and persuasively to diverse audiences, demonstrating professional presentation skills essential for attracting investors and stakeholders.

Case Study Analysis (30%): Students will complete written analysis of entrepreneurial case studies, examining real-world start-up scenarios and applying theoretical concepts to practical situations (750-1,000 words). This component evaluates students' ability to analyse business challenges, assess strategic decisions, and propose informed recommendations based on entrepreneurial principles.

Start-up Ideation (Group Project) (40%): Students will collaboratively develop comprehensive business plans for viable start-up ventures (1,500-2,500 words per group). This major component assesses their ability to integrate knowledge from business strategy, financial planning, market research, and operational management to create professional business plans that demonstrate feasibility, innovation, and strategic thinking.

Digital learning tools, including online assessment platforms and presentation software, will be utilised throughout the assessment process.

Pass Mark: 50%

Reassessment Policy:
Students who do not achieve the required standard are afforded one opportunity for reassessment.

- Process: Reassessment typically involves resubmission of case study analysis, retaking presentations, or revision of group project contributions
- Timing: Reassessments are scheduled according to the academic calendar, with specific deadlines communicated to affected students
- Support: Additional academic support, including individual tutorials and skills workshops, is provided to assist students in addressing identified areas for development and preparing effectively for reassessment

Essential Reading
Core Texts:

- Blank, S. & Dorf, B. (2022). *The Startup Owner's Manual: The Step-by-Step Guide for Building a Great Company*. K&S Ranch.

- Kawasaki, G. (2021). *The Art of the Start 2.0: The Time-Tested, Battle-Hardened Guide for Anyone Starting Anything*. Penguin Business.
- Gage, D. (2023). *Startup Playbook: Secrets of the Fastest Growing Startups from Their Founders and Investors*. Wiley.
- Mullins, J. & Komisar, R. (2021). *Getting to Plan B: Breaking Through to a Better Business Model*. Harvard Business Review Press.
- Taneja, S. & Meyer, J. (2022). *The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses*. Crown Business.
- Pink, A. & MacDonald, A. (2021). *Business Start Start-Up Guide*. Pink Proactive Publishing.
- Flick, U. (2020). *Introducing Research Methodology: A Beginner's Guide to Doing a Research Project* (3rd ed.). Sage.

Additional Reading:

- Gray, D. (2017). *Doing Research in The Real World* (4th ed.). Sage.
- Saunders, M., Lewis, P. & Thornhill, A. (2019). *Research Methods for Business Learners* (6th ed.). Pearson.

UNIT SPECIFICATIONS

Unit Title
Digital Strategy of Business

Level
5

Learning Time Hours
150

Credit Value
6

Module Overview
This module examines how digital technologies fundamentally impact contemporary business practices and strategic development. Learners explore how technologies support business objectives, drive customer interaction, boost sales, and deliver high levels of customer service in increasingly competitive digital environments. The module develops understanding of practical and necessary use and application of relevant technologies, enabling learners to apply modern digital methods to business contexts. Key areas of focus include digitization and digitalization concepts, digital business models, smart cities and smart business integration, digital marketing and data analytics, e-commerce systems, customer relationship management platforms, and the strategic implementation of digital tools to enhance organisational performance and competitive advantage.

Learning Outcomes
Competences:
Upon successful completion of this module, learners will demonstrate the responsibility and autonomy to:

- Demonstrate comprehensive understanding of digital business concepts, including digitization and digitalization, and assess their impact on organisational strategies, effectively managing and applying these insights in complex and unpredictable contexts with professional competence
- Evaluate the implications of smart cities, smart business, and smart devices for digital business practices, applying creative and innovative thinking to integrate these concepts into strategic planning and management processes, showcasing advanced analytical capability
- Analyse various digital business models and their integration with the business environment and the internet, developing strategies to enhance organisational performance through informed decision-making and problem-solving, demonstrating comprehensive understanding of digital transformation

Knowledge:
Upon successful completion of this module, learners will have engaged with:

- The impact of digital technologies on contemporary business practices, with critical focus on evaluating their influence on business operations and strategic development
- How digital technologies support and enhance business objectives, including improvement of customer interaction, driving sales, and delivering high levels of customer service, using advanced theoretical and practical knowledge
- Key digital tools and platforms relevant to modern businesses, such as social media, e-commerce systems, and customer relationship management (CRM) software, and their applications in business contexts

- The role of data analytics and digital marketing in shaping business strategies and optimising performance, demonstrating critical understanding of these methods and their strategic implications
- Case studies evaluating the effectiveness of digital strategies and technologies in achieving business goals, applying theoretical and practical knowledge to real-world scenarios
- Best practices for integrating digital methods into business processes, enhancing efficiency, customer engagement, and competitive advantage

Skills:
Upon successful completion of this module, learners will have developed:

- Capability to develop and implement digital strategies that align with business objectives, enhancing customer engagement and boosting sales through strategic application
- Proficiency in utilising digital tools and platforms, such as social media and CRM systems, to optimise customer interactions and improve service delivery
- Competence to create and execute digital marketing campaigns using data analytics and insights, driving targeted outreach and measuring performance effectively
- Ability to apply digital technologies to streamline business operations, improve process efficiency, and support strategic decision-making in dynamic contexts
- Expertise in designing and managing e-commerce systems and online sales channels to enhance user experience and increase revenue
- Proficiency in evaluating the effectiveness of digital strategies through performance metrics and analytics, making data-driven adjustments to improve business outcomes

Module-Specific Learner Skills
In addition to the core programme skills outlined in Section B, learners will demonstrate enhanced abilities in:

- Using digital tools, platforms, and applications proficiently in business contexts
- Conveying ideas and information effectively using digital communication channels

Module-Specific Digital Skills and Competences
Beyond the digital competencies outlined in Section B, learners will develop:

- Proficiency in utilising digital tools and platforms effectively for business applications
- Capacity to navigate online environments and utilise digital resources strategically
- Skills in leveraging digital communication channels for effective collaboration and stakeholder engagement
- Competence in analysing digital data and extracting meaningful insights to inform business decisions
- Ability to adapt to and learn new digital technologies rapidly in evolving business environments

Module Workload

Component	Hours
Total Contact Hours	**60**
Supervised Placement and Practice Hours	**0**
Self-Study Hours	**85**
Assessment Hours	**5**
Total Learning Hours	**150**
ECTS Credits	**6**

Contact Hours: Structured learning activities under the direction of a lecturer/tutor, including lectures, tutorials, and participation in online forums.
Self-Study Hours: Independent research, reading, and preparation activities.
Assessment Hours: Time allocated for examinations, presentations, and assignment submissions.

Pedagogy
This module employs an online and blended learning approach incorporating:

- Interactive Lectures: Structured sessions establishing foundational principles of digital strategy, digitization, and digitalization concepts

- Case Study Analysis: Examination of real-world examples providing in-depth analysis of successful digital transformations and strategic implementations
- Facilitated Group Discussions: Collaborative sessions enabling students to apply critical thinking skills and relevant concepts to digital business scenarios
- Practical Exercises: Hands-on activities offering opportunities for application of strategic frameworks in addressing digital business challenges
- Virtual Workshops: Interactive sessions for developing practical skills in digital tools, platforms, and analytics applications
- Guest Speaker Sessions: Presentations by industry experts offering contemporary insights into digital business practices and emerging technologies
- Interactive Simulations: Experiential learning activities enriching understanding of digital strategy implementation
- Online Discussion Forums: Digital platforms enabling peer-to-peer learning and collaborative exploration of digital business issues
- Regular Formative Assessments: Continuous assessment through assignments, presentations, and examinations ensuring students acquire and apply digital strategy concepts effectively

Assessment Strategy
Assessment Weightings:

- Assignment: 50%
- Presentation: 30%
- Examination: 20%

Assessment Methods:
Assignment (50%): Students will complete assignments involving analysis of case studies and application of digital strategy techniques to make informed decisions (maximum 1,500 words). This component assesses students' ability to utilise theoretical concepts in practical scenarios to support strategic decision-making in digital contexts.

Presentation (30%): Students will deliver individual presentations (10 minutes, approximately 850 words or maximum 10 slides) effectively communicating their analysis and recommendations using digital strategy data. This evaluates their capacity to present complex information clearly and persuasively, thereby enhancing their proficiency in conveying insights to stakeholders within digital frameworks.

Examination (20%): A comprehensive examination will evaluate students' theoretical understanding of digital strategy concepts, analytical skills, and their ability to apply these principles in various business contexts. This component provides a comprehensive assessment of students' knowledge and competency in digital strategy and its application in business settings.

Digital learning tools, including online assessment platforms and presentation software, will be utilised throughout the assessment process.

Pass Mark: 50%

Reassessment Policy:
Students who do not achieve the required standard are afforded one opportunity for reassessment.

- Process: Reassessment typically involves resubmission of assignments, retaking examinations, or revision of presentations
- Timing: Reassessments are scheduled according to the academic calendar, with specific deadlines communicated to affected students
- Support: Additional academic support, including individual tutorials and skills workshops, is provided to assist students in addressing identified areas for development and preparing effectively for reassessment

Essential Reading
Core Texts:

- Chaffey, D. & Ellis-Chadwick, F. (2023). *Digital Marketing: Strategy, Implementation, and Practice* (8th ed.). Pearson.
- Lieb, R. (2022). *The New Rules of Marketing and PR: How to Use Social Media, Online Video, Mobile Applications, Blogs, News Releases, and Viral Marketing to Reach Buyers Directly* (7th ed.). Wiley.
- Kane, G.C., Palmer, D., Phillips, A.N. & Kiron, D. (2021). *Strategy, not Technology, Drives Digital Transformation*. MIT Sloan Management Review.
- McDonald, M. & Wilson, H. (2021). *Marketing Plans: A Complete Guide* (9th ed.). Wiley.
- Sterne, J. (2022). *Social Media Metrics: How to Measure and Improve Your ROI* (2nd ed.). Wiley.
- Bocij, P., Greasley, A. & Hickie, S. (2018). *Business Information Systems – Technology, Development and Management for Modern Business* (6th ed.). Pearson.

- Chaffey, D. (2019). *Digital Business and E-Commerce Management: Strategy, Implementation and Practice* (7th ed.). Pearson.

Additional Reading:

- Gassmann, O., Böhm, J. & Palmié, M. (2019). *Smart Cities: Introducing Digital Innovation to Cities*. Emerald Publishing Limited.

UNIT SPECIFICATIONS

Unit Title
Academic Writing and Research Skills

Level
5

Learning Time Hours
150

Credit Value
6

Module Overview
This module develops the knowledge, skills, and confidence required to engage in academic research and produce clear, evidence-based written work. Learners will interpret and evaluate information and evidence from diverse sources before applying this understanding to construct logical, well-supported arguments in written and oral formats. The module introduces and consolidates key topics in the academic research and writing process so that learners can achieve greater success and recognition in their studies and professional development.

Learning Outcomes
Competences
Upon successful completion of this module, learners will demonstrate the responsibility and autonomy to:

- Execute written and oral communication tasks in diverse professional and academic contexts, adapting their approach to complex and unpredictable situations.
- Collaborate effectively with team members by communicating ideas, instructions, and recommendations clearly to address challenges and improve team performance.
- Develop professional documents that meet advanced business and academic communication standards, demonstrating creativity, initiative, and independence.
- Evaluate and enhance personal communication skills to maintain and improve positive professional relationships, fostering ongoing self-directed development.

Knowledge
Upon successful completion of this module, learners will have engaged with:

- Academic writing principles and their application to producing well-structured and coherent essays and reports in complex academic and professional contexts.
- Advanced research techniques to locate, evaluate, and integrate credible and diverse sources into written work, demonstrating critical understanding of research principles.
- Critical thinking approaches for analysing and synthesising information from multiple sources, applying relevant theoretical frameworks in academic writing.
- Processes for planning and organising research projects, including identifying appropriate research questions, selecting suitable methodologies, and critically assessing ethical considerations.
- Proficient use of academic databases and digital tools to gather, manage, and cite scholarly references accurately and consistently.
- Composition of academic essays that adhere to advanced grammar, style, and citation standards, reflecting awareness of social and ethical issues in the field of study.

Skills
Upon successful completion of this module, learners will have developed:

- Ability to produce clear, concise, and well-structured academic writing using appropriate language, tone, and formatting for both specialist and non-specialist audiences.
- Capacity to apply critical analysis to evaluate and synthesise information from diverse academic sources, reflecting on relevant social, scientific, or ethical issues.
- Proficiency in academic citation and referencing through accurate application of recognised citation styles and standards.

- Competence in constructing logical, evidence-based arguments that address complex problems, ensuring coherence, flow, and critical engagement in written work.
- Skills in revising and editing academic texts systematically to improve clarity, coherence, and grammatical accuracy to meet professional standards.
- Ability to present research findings effectively in written and oral formats, communicating ideas and solutions clearly to diverse audiences.

Module-Specific Learner Skills
In addition to the core programme skills outlined in Section B, learners will demonstrate enhanced abilities to:

- Define essential terms and concepts in business communication, including communication channels, formal versus informal communication, and communication barriers.
- Identify principles of effective written communication such as clarity, coherence, appropriate tone, and conciseness.
- List and describe the purposes of various business communication modes, including memos, reports, presentations, and emails.
- Describe the impact of cultural diversity on business communication and its implications for effective interaction.

Module-Specific Digital Skills and Competences
Learners will develop digital skills and competencies including:

- Applying advanced search techniques to locate relevant academic sources in digital environments.
- Organising and managing research materials using digital platforms and reference management tools.
- Enhancing academic writing using digital writing tools for drafting, editing, and proofreading.
- Incorporating multimedia elements (e.g. visuals, audio, or interactive content) into academic documents appropriately and effectively.
- Adhering to ethical considerations in digital research and writing, including academic integrity and responsible use of online resources.
- Collaborating using digital communication and collaboration tools for group work and peer feedback.
- Adapting digital research and writing skills to different academic disciplines and contexts.

Module Workload

Component	Hours
Total Contact Hours	60
Supervised Placement and Practice Hours	0
Self-Study Hours	85
Assessment Hours	5
Total Learning Hours	150
ECTS Credits	6

Contact Hours: Structured learning activities under the direction of a lecturer/tutor, including lectures, workshops, tutorials, and participation in online forums.
Self-Study Hours: Independent research, reading, drafting, and preparation activities related to academic writing and research tasks.
Assessment Hours: Time allocated for preparation and delivery of presentations, completion of written assignments, and other assessed tasks.

Pedagogy
This module is delivered through a structured, participatory, and skills-focused approach that combines:

- Lectures: Introduction to key topics in academic research and writing, including information evaluation, argumentation, citation, and research design.
- Practical Workshops: Guided, hands-on activities in conducting research, evaluating sources, structuring arguments, and drafting academic texts.
- Interactive Discussions: Seminar-style sessions encouraging critical dialogue, questioning, and reflection on research and writing practices.

- Peer Feedback Sessions: Opportunities for learners to review and critique each other's work, developing evaluative judgment and collaborative skills.
- Individual Guidance: Targeted support and feedback from instructors to help learners refine their writing, research strategies, and critical thinking.

The overall teaching approach is interactive and learner-centred, designed to empower learners to excel in their studies through effective research and academic writing practices.

Assessment Strategy
Assessment Weightings

- Critical Analysis Report: 30%
- Academic Essay: 30%
- Presentation: 40%

Assessment Methods
Critical Analysis Report (30%):
Learners will produce a critical analysis report (maximum 1,500 words) that evaluates and synthesises information from multiple academic sources on a specified topic. This assesses their ability to apply research techniques, critical thinking, and academic writing conventions to develop evidence-based arguments.

Academic Essay (30%):
Learners will write an academic essay (750–1,000 words) demonstrating clear structure, coherent argumentation, appropriate use of sources, and accurate citation. This assesses their capability to apply academic writing principles and theoretical frameworks in a focused piece of work.

Presentation (40%):
Learners will deliver an individual presentation (10 minutes, approximately 850 words or maximum 10 slides) summarising research findings or a critical argument. This assesses their ability to communicate complex ideas clearly in oral form, use visual support effectively, and adapt academic content for an audience**.**

All assessments are conducted using digital learning tools, including online assessment platforms and presentation software.

Pass Mark: 50%

Reassessment Policy
Students who do not achieve the required standard are afforded one opportunity for reassessment.

- Process: Reassessment may involve resubmission of the critical analysis report or essay, or delivery of a revised presentation, as appropriate.
- Timing: Reassessments are scheduled in accordance with the academic calendar, with specific deadlines communicated to affected students.
- Support: Additional academic support, including individual tutorials, study skills workshops, and targeted feedback, is provided to assist students in addressing identified areas for development and preparing effectively for reassessment.

Essential Reading
Core Texts

- Godfrey, J. (2021). *The Student Phrase Book: Vocabulary for Writing at University* (2nd ed.). Palgrave Macmillan, London.
- Greetham, B. (2022). *How to Write Your Undergraduate Dissertation* (4th ed.). Red Globe Press, London.
- Cottrell, S. (2021). *Critical Thinking Skills: Effective Analysis, Argument, and Reflection* (3rd ed.). Macmillan International Higher Education, London.
- Pinder, J. (2021). *The Academic Writing Toolkit: A User's Manual for Students and Teachers*. Palgrave Macmillan, London.
- Murray, R. (2020). *Writing for Academic Journals* (4th ed.). Open University Press, London.
- Cottrell, S. (2019). *The Study Skills Handbook* (5th ed.). Macmillan, London.
- Ruiz, D.I. & Promonet, E. (2020). *Business Administration Handbook: Current Trade and New Global Trends*. Promonet Publishing.

Additional Reading

- Exafin, G. (2023). *Business Administration Complete Guide: Principles and Concepts of Business, Management, Finance, Marketing, Sales, Corporate Law and Administration*.
- Silva, A. (2022). *Business Administration: Theory and Practice*.

UNIT SPECIFICATIONS

Unit Title
Operations Management

Level
5

Learning Time Hours
150

Credit Value
6

Module Overview
This module provides learners with comprehensive understanding of the production and operations management function in both manufacturing and service industries. The module introduces key issues and techniques in operations management, enabling learners to explore core principles such as process design, capacity planning, quality management, supply chain strategies, and inventory management to optimise resource utilisation and enhance operational efficiency. Key areas of focus include operational strategies (Lean, Six Sigma, Just-in-Time), the role of technology and innovation in operations, performance metrics and indicators, demand forecasting, and the influence of environmental issues and ethical considerations on operations processes and supply chain sustainability.

Learning Outcomes
Competences:
Upon successful completion of this module, learners will demonstrate the responsibility and autonomy to:

- Demonstrate comprehensive understanding of the principles and practices of operations management and their significance for organisational success in dynamic environments, showcasing advanced analytical competence
- Evaluate the impact of business environment changes on operations management and its role in achieving strategic objectives, while considering the interrelationships between core functional areas with professional autonomy
- Analyse the influence of environmental issues and ethical considerations on operations processes, and assess how the supply chain can address sustainability and ethical concerns effectively, demonstrating critical thinking capability

Knowledge:
Upon successful completion of this module, learners will have engaged with:

- Core concepts and principles of operations management, including production processes, supply chain management, and quality control in modern organisational contexts
- The role of operations management in optimising efficiency, productivity, and competitiveness within organisations, demonstrating understanding of their strategic relevance
- Key metrics and performance indicators, such as cycle time, throughput, and inventory turnover, used to evaluate and improve operational performance
- Various operational strategies and models, including Lean, Six Sigma, and Just-in-Time (JIT), with critical focus on their application in different business environments
- The impact of technology and innovation, such as automation, data analytics, and digital transformation, on operations management and competitive advantage
- The importance of capacity planning, demand forecasting, and resource allocation in managing operational workflows and achieving business objectives

Skills:
Upon successful completion of this module, learners will have developed:

- Capability to design and implement efficient production processes and workflows to optimise resource utilisation and minimise waste
- Proficiency in applying operational strategies such as Lean, Six Sigma, and Just-in-Time (JIT) to improve process efficiency and product quality in different business contexts
- Competence to utilise key metrics and performance indicators, such as cycle time, throughput, and inventory levels, to monitor, evaluate, and enhance operational performance
- Ability to conduct capacity planning and demand forecasting to ensure adequate resource allocation and alignment with organisational objectives
- Expertise in implementing technology solutions and innovations, including automation and data analytics, to enhance operational capabilities and support digital transformation

- Proficiency in managing supply chain operations, including procurement, inventory management, and logistics, to ensure timely and cost-effective delivery of goods and services

Module-Specific Learner Skills
In addition to the core programme skills outlined in Section B, learners will demonstrate enhanced abilities in:

- Analysing data and information to identify patterns, trends, and areas for improvement in operations management processes
- Identifying, evaluating, and solving complex problems encountered in operations management using critical thinking and creativity
- Making informed decisions based on analysis, evaluation, and consideration of multiple factors and stakeholders' interests
- Conveying ideas, information, and solutions effectively to various stakeholders through verbal, written, and visual communication channels
- Adapting to changing circumstances, new technologies, and evolving best practices in operations management while maintaining performance and productivity

Module-Specific Digital Skills and Competences
Beyond the digital competencies outlined in Section B, learners will develop:

- Proficiency in using digital tools and platforms for operations management applications
- Ability to navigate online environments effectively for operational analysis and decision-making
- Capacity to communicate and collaborate digitally across supply chain networks
- Competence in digital information management for operational data and performance metrics
- Skills in utilising technology for continuous learning and professional development in operations management

Module Workload

Component	Hours
Total Contact Hours	**60**
Supervised Placement and Practice Hours	**0**
Self-Study Hours	**85**
Assessment Hours	**5**
Total Learning Hours	**150**
ECTS Credits	**6**

Contact Hours: Structured learning activities under the direction of a lecturer/tutor, including lectures, tutorials, and participation in online forums.
Self-Study Hours: Independent research, reading, and preparation activities.
Assessment Hours: Time allocated for examinations, presentations, and assignment submissions.

Pedagogy
This module employs an online and blended learning approach incorporating:

- Interactive Lectures: Structured sessions introducing core principles and practices essential for overseeing production in both manufacturing and service sectors
- Case Study Analysis: Examination of real-world operational scenarios exploring topics such as process design, capacity planning, and inventory management
- Virtual Workshops: Practical sessions enabling learners to apply quality management techniques and supply chain strategies to optimise resource utilisation
- Facilitated Group Discussions: Collaborative exploration of operational challenges and strategic approaches to enhance efficiency
- Interactive Simulations: Experiential learning activities demonstrating operational decision-making in dynamic business environments
- Online Discussion Forums: Digital platforms enabling peer-to-peer learning and collaborative problem-solving in operations management
- Regular Formative Assessments: Ongoing feedback mechanisms reinforcing understanding and supporting skill development in operational analysis and improvement

Assessment Strategy
Assessment Weightings:

- Assignment: 50%
- Presentation: 30%
- Examination: 20%

Assessment Methods:
Assignment (50%): Students will complete assignments involving analysis of case studies in various operational scenarios and development of strategies to enhance operational efficiency (maximum 1,500 words). This component assesses students' ability to apply theoretical concepts to practical situations and develop informed recommendations for improving operational performance.

Presentation (30%): Students will deliver individual presentations (10 minutes, approximately 850 words or maximum 10 slides) communicating their findings and insights on operational management using digital presentation tools. This evaluates their capacity to present complex operational information clearly and persuasively to diverse stakeholders.

Examination (20%): A comprehensive examination will assess students' theoretical understanding of operations management concepts, analytical skills, and application of principles in various business contexts. Questions will reflect real-world operational challenges and scenarios, providing comprehensive evaluation of students' knowledge and competency.

Digital learning tools, including online assessment platforms and presentation software, will be utilised throughout the assessment process.

Pass Mark: 50%

Reassessment Policy:
Students who do not achieve the required standard are afforded one opportunity for reassessment.

- Process: Reassessment typically involves resubmission of assignments, retaking examinations, or revision of presentations
- Timing: Reassessments are scheduled according to the academic calendar, with specific deadlines communicated to affected students
- Support: Additional academic support, including individual tutorials and skills workshops, is provided to assist students in addressing identified areas for development and preparing effectively for reassessment

Essential Reading
Core Texts:

- Heizer, J., Render, B. & Munson, C. (2022). *Operations Management: Sustainability and Supply Chain Management* (13th ed.). Pearson.
- Jacobs, F.R. & Chase, R.B. (2021). *Operations and Supply Chain Management* (16th ed.). McGraw-Hill Education.
- Slack, N., Brandon-Jones, A. & Burgess, N. (2021). *Operations Management* (10th ed.). Pearson.
- Goh, M. & Goh, M. (2023). *Managing Operations: A Guide for Managers*. Routledge.
- Bicheno, J. & Holweg, M. (2022). *The Lean Toolbox: The Essential Guide to Lean Transformation* (7th ed.). PICSIE Books.
- Denton, M. (2021). *Fundamentals of Operations Management*. Cengage Learning.
- Tjahjono, B., Antony, J. & Saad, S. (2023). *The Future of Operations Management: Trends and Innovations*. Wiley-Blackwell.
- Meredith, J.R. & Shafer, S.M. (2022). *Operations Management for MBAs* (7th ed.). Wiley.

Additional Reading:

- Liao, Y., Dong, B. & Shou, Y. (2021). The Impact of Lean Production on Financial Performance: Evidence from China's Manufacturing Industry. *International Journal of Production Economics*.
- Unal, M., Bogan, Y. & Unal, F. (2021). The Impact of Quality Management Practices on Organisational Performance and Competitive Advantage: A Resource-Based View. *Total Quality Management & Business Excellence*, 32(1).

UNIT SPECIFICATIONS

Unit Title
Cost Accounting

Level
5

Learning Time Hours
150

Credit Value
6

Module Overview
This module explores the links between business decision-making, risk assessment, and financial information within the context of cost accounting. Learners develop understanding of how businesses are financed through fixed and working capital requirements, and how financial management is influenced by governance and ownership structures. The module focuses on fundamental cost accounting concepts, cost management systems, budgeting and variance analysis, and the use of cost information to support pricing, profitability, and strategic financial decisions.

Learning Outcomes
Competences
Upon successful completion of this module, learners will demonstrate the responsibility and autonomy to:

- Apply cost accounting principles in managing and solving complex financial issues in unpredictable business environments, ensuring accurate cost allocation and control.
- Demonstrate initiative in designing cost management systems that enhance resource utilisation and operational efficiency across diverse business settings.
- Utilise cost accounting data to support decision-making, guiding teams in performance improvement through financial insights and cost analysis.
- Manage and implement cost control strategies that drive business sustainability, addressing ethical and social considerations in cost management.
- Lead financial planning efforts by developing cost-efficient operational processes and supporting team members to improve financial performance and reporting accuracy.

Knowledge
Upon successful completion of this module, learners will have engaged with:

- Fundamental concepts and principles of cost accounting, including cost behaviour, cost allocation, and cost classification in business contexts.
- Various cost accounting systems, such as job order costing, process costing, and activity-based costing, and their applications across different business environments.
- Key cost management techniques, including budgeting, variance analysis, and standard costing, and their role in supporting financial decision-making.
- The impact of cost accounting on pricing strategies, profitability analysis, and financial performance evaluation.
- The application of cost accounting information in internal management decisions, including cost control, performance measurement, and resource allocation.
- The importance of ethical considerations and regulatory requirements in cost accounting practices and financial reporting.

Skills
Upon successful completion of this module, learners will have developed:

- Capability to apply cost accounting techniques to accurately allocate and track costs across various costing systems, including job order costing and process costing.
- Proficiency in developing and utilising budgets, standard costs, and variance analysis to monitor and control financial performance, identifying opportunities for improvement.
- Competence in conducting cost analysis to support pricing decisions, profitability analysis, and financial forecasting, enabling informed managerial decisions.
- Ability to prepare detailed cost reports and statements that provide actionable insights for internal management and enhance financial planning.
- Skills to implement cost control measures and performance metrics to improve operational efficiency and reduce waste in business processes.
- Proficiency in using cost accounting software and tools to streamline data collection, analysis, and reporting, improving accuracy and efficiency in financial management.

Module-Specific Learner Skills
In addition to the core programme skills outlined in Section B, learners will demonstrate enhanced abilities in:

- Communicating financial insights effectively, using cost accounting data to influence decision-making processes and persuade stakeholders in leadership roles.
- Designing and implementing cost performance monitoring systems to measure and enhance organisational efficiency and financial health.

- Applying collaborative financial problem-solving techniques, including cost analysis and resource optimisation, in cross-functional teams to improve organisational outcomes.
- Leading and empowering teams in financial planning by delegating cost management tasks and fostering an inclusive environment that supports continuous learning and performance improvement.

Module-Specific Digital Skills and Competences
Learners will develop digital skills and competencies including:

- Utilising digital accounting software and cost management tools to streamline cost tracking, budgeting, and reporting, ensuring accurate and timely financial insights.
- Leveraging advanced data analytics tools to analyse cost data and financial performance metrics, supporting informed, data-driven decision-making.
- Implementing cloud-based financial platforms for collaborative cost accounting practices, enabling remote access to real-time financial data and enhancing team coordination.
- Using digital dashboards and performance management systems to monitor and evaluate cost efficiency, contributing to financial sustainability and strategic decision-making.

Module Workload

Component	Hours
Total Contact Hours	**60**
Supervised Placement and Practice Hours	**0**
Self-Study Hours	**85**
Assessment Hours	**5**
Total Learning Hours	**150**
ECTS Credits	**6**

Contact Hours: Structured learning activities under the direction of a lecturer/tutor, including lectures, tutorials, and participation in online forums.
Self-Study Hours: Independent research, reading, problem-solving, and preparation activities.
Assessment Hours: Time allocated for examinations, presentations, and assignment or case analysis completion.

Pedagogy
This module is delivered through a practice-oriented and analytically focused approach that integrates:

- Lectures: Introduction to core concepts in cost accounting, cost behaviour, cost systems, and cost management techniques.
- Case Study Analysis: Examination of financial and costing scenarios to explore the use of cost information in decision-making and risk assessment.
- Workshops and Problem-Solving Sessions: Guided activities involving cost calculations, budgeting exercises, variance analysis, and preparation of cost reports.
- Interactive Discussions: Opportunities to debate the implications of governance, ownership structures, and ethical issues for cost management.
- Applied Exercises: Tasks using cost accounting tools and formats to reinforce practical understanding and professional presentation of financial information.

The teaching approach emphasises active engagement, numerical proficiency, and application of cost information to realistic business decisions.

Assessment Strategy
Assessment Weightings

- Assignment: 50%
- Presentation: 30%
- Examination: 20%

Assessment Methods

Assignment (50%):
Learners will complete an assignment (maximum 1,500 words) involving analysis of case studies and financial scenarios to make informed decisions using cost accounting techniques. This assesses their ability to apply concepts such as costing systems, budgeting, variance analysis, and cost–volume–profit relationships in practical contexts.

Presentation (30%):
Learners will deliver an individual presentation (10 minutes, approximately 850 words or maximum 10 slides) communicating financial analysis and decision-making processes based on cost information. This assesses their ability to interpret cost data, develop recommendations, and explain financial implications clearly to managerial audiences.

Examination (20%):
A written examination will assess learners' theoretical understanding of cost accounting concepts, analytical skills, and ability to apply financial and costing principles in a range of decision-making contexts. Questions will include both computational and interpretive elements.
All assessments are conducted using digital learning tools, including online assessment platforms and presentation software.

Pass Mark: 50%

Reassessment Policy
Students who do not achieve the required standard are afforded one opportunity for reassessment.

- Process: Reassessment may involve resubmission of the assignment, delivery of a revised presentation, and/or a resit examination, as appropriate.
- Timing: Reassessments are scheduled according to the academic calendar, with specific deadlines communicated to affected students.
- Support: Additional academic support, including individual tutorials and skills workshops, will be available to help students address identified areas for development and prepare effectively for reassessment.

Essential Reading
Core Texts

- Horngren, C.T., Datar, S.M. & Rajan, M.V. (2021). *Cost Accounting: A Managerial Emphasis* (17th ed.). Pearson, London.
- Garrison, R.H., Noreen, E.W. & Brewer, P.C. (2022). *Managerial Accounting* (17th ed.). McGraw-Hill Education, New York.
- Cima, G. (2023). *Cost Accounting: Principles and Practice*. Wiley-Blackwell, Singapore.
- Drury, C. (2022). *Management and Cost Accounting* (10th ed.). Cengage Learning, Boston.
- Langfield-Smith, K., Thorne, H. & Hilton, R.W. (2023). *Management Accounting: Information for Creating and Managing Value* (8th ed.). McGraw-Hill Education, Sydney.
- Mowen, M.M. & Hansen, D.R. (2022). *Cost Management: A Strategic Emphasis* (8th ed.). Cengage Learning, Boston.

Additional Reading

- Mabey, C. & Finch-Lees, T. (2008). *Management and Leadership Development*. Sage, London.
- Mullins, L. (2010). *Management and Organisational Behaviour* (9th ed.). Prentice Hall, London.

UNIT SPECIFICATIONS

Unit Title
Sustainable Business Practices

Level
5

Learning Time Hours
150

Credit Value
6

Module Overview
This module raises awareness of sustainable development issues and examines how they influence the strategic development of business organisations. Learners explore the environmental, social, and economic dimensions of sustainability and evaluate how these shape organisational strategy, operations, and stakeholder relationships. The

module emphasises the integration of sustainability into core business functions, including supply chains, governance, risk management, and performance evaluation, enabling learners to demonstrate informed understanding of sustainability and its effects on business practice.

Learning Outcomes
Competences
Upon successful completion of this module, learners will demonstrate the responsibility and autonomy to:

- Demonstrate a thorough understanding of sustainability concepts and their significance in addressing global challenges such as climate change, social inequality, and energy issues, and explain their impact on business practices.
- Analyse the economic, social, cultural, and environmental implications of sustainable business practices, applying advanced analytical techniques to evaluate and manage change effectively.
- Navigate legal and regulatory frameworks governing sustainable business practices, assessing their implications for business profitability and objectives, and ensuring compliance and ethical adherence.
- Extend the scope of enterprise sustainability by incorporating external factors such as supplier practices, manufacturing processes, community impact, governmental policies, and international standards to enhance overall business sustainability.

Knowledge
Upon successful completion of this module, learners will have engaged with:

- Principles and concepts of sustainable development, including environmental, social, and economic dimensions, and their application in contemporary business contexts.
- The impact of sustainability issues on business strategy, including how environmental regulations, social responsibilities, and ethical considerations shape organisational decision-making processes.
- Key frameworks and standards for sustainability reporting and performance measurement, such as the Global Reporting Initiative (GRI) and the UN Sustainable Development Goals (SDGs), and their use in business practice.
- The role of sustainable business practices in gaining competitive advantage, enhancing brand reputation, and fulfilling stakeholder expectations.
- Case studies of businesses that have effectively implemented sustainable practices, evaluating the strategies employed and their outcomes.
- Challenges and opportunities associated with integrating sustainability into business operations and strategy, including risk management, innovation, and long-term value creation.

Skills
Upon successful completion of this module, learners will have developed:

- Capability to develop and implement sustainability strategies and initiatives that align with organisational goals, addressing environmental, social, and economic impacts within the business context.
- Proficiency in conducting sustainability assessments and audits to evaluate the effectiveness of current practices, identifying and proposing improvements based on analytical data.
- Competence in creating and managing sustainability reports and documentation in accordance with recognised frameworks and standards, such as GRI and the SDGs.
- Ability to integrate sustainable practices into business processes and decision-making, including supply chain management, product development, and operations, to enhance overall business performance.
- Skills to communicate sustainability initiatives and performance effectively to stakeholders, including customers, employees, and investors, using appropriate communication channels and tools.
- Ability to evaluate the impact of sustainability initiatives on organisational performance, including financial outcomes, environmental impact, and social responsibility, to inform strategic decisions.

Module-Specific Learner Skills
In addition to the core programme skills outlined in Section B, learners will demonstrate enhanced abilities in:

- Applying critical thinking skills to analyse complex sustainability issues and propose innovative, practical solutions.
- Using interdisciplinary knowledge to address economic, social, and environmental aspects of sustainable business practices.
- Communicating sustainability concepts, strategies, and outcomes clearly and persuasively to diverse stakeholder groups.
- Interpreting and navigating legal and regulatory frameworks related to sustainable business practices in different contexts.

Module-Specific Digital Skills and Competences
Learners will develop digital skills and competencies including:

- Proficiency in using digital sustainability assessment tools and software to analyse environmental impacts and carbon footprints.

- Competence in leveraging digital platforms for stakeholder engagement and communication about sustainability initiatives.
- Skill in utilising data analytics tools to monitor and evaluate the performance of sustainability initiatives and track progress towards sustainability goals.
- Ability to implement and use digital supply chain management systems to monitor and optimise the sustainability of supply chain processes.

Module Workload

Component	Hours
Total Contact Hours	**60**
Supervised Placement and Practice Hours	**0**
Self-Study Hours	**85**
Assessment Hours	**5**
Total Learning Hours	**150**
ECTS Credits	**6**

Contact Hours: Structured learning activities under the direction of a lecturer/tutor, including lectures, seminars, and participation in online forums.
Self-Study Hours: Independent research, reading, preparation of assessments, and reflection on sustainability topics and case studies.
Assessment Hours: Time allocated for examinations, presentations, and assignment preparation and submission.

Pedagogy
This module is delivered through a blended, discussion-based and applied learning approach that combines:

- Lectures: Introduction to core concepts of sustainable development, sustainability frameworks, and their relevance to business strategy.
- Case Study Analysis: In-depth examination of organisations that have implemented sustainable practices, focusing on strategies, outcomes, and lessons learned.
- Seminars and Discussions: Structured debates and discussions to explore contemporary sustainability challenges and stakeholder perspectives.
- Practical Exercises and Workshops: Activities focused on sustainability assessment, stakeholder mapping, and development of sustainability initiatives.
- Student Presentations: Opportunities for learners to research and present on specific sustainability issues, sectors, or organisational practices.

The teaching approach encourages critical reflection, application of theory to practice, and development of professional competencies in sustainable business management.

Assessment Strategy
Assessment Weightings

- Assignment: 50%
- Presentation: 30%
- Examination: 20%

Assessment Methods
Assignment (50%):
Learners will complete a written assignment (maximum 1,500 words) engaging with sustainable business practices, concepts, and strategies vital for managerial decision-making, with emphasis on integrating sustainability into organisational strategy and operations. This assesses their ability to apply sustainability frameworks, analyse organisational practices, and propose improvements.

Presentation (30%):
Learners will deliver an individual presentation (10 minutes, approximately 850 words or maximum 10 slides) on topics such as digital sustainability assessment tools, carbon footprint analysis, or organisational sustainability initiatives. This

assesses their ability to research, interpret, and communicate sustainability information clearly and professionally using digital tools.

Examination (20%):
A written examination will evaluate learners' theoretical understanding of sustainability concepts, analytical skills, and ability to apply sustainability-driven approaches in diverse decision-making contexts. Questions will address principles, frameworks, case applications, and critical evaluation of sustainable business practices.

All assessments are conducted using digital learning tools, including online assessment platforms and presentation software.

Pass Mark: 50%

Reassessment Policy
Students who do not achieve the required standard are afforded one opportunity for reassessment.

- Process: Reassessment may involve resubmission of the assignment, delivery of a revised presentation, and/or a resit examination, as appropriate.
- Timing: Reassessments are scheduled in accordance with the academic calendar, with specific deadlines communicated to affected students.
- Support: Additional academic support, including individual tutorials and skills workshops, is available to help students address identified areas for development and prepare effectively for reassessment.

Essential Reading
Core Texts

- Schaltegger, S., Bennett, M. & Burritt, R. (2021). *Sustainability Accounting and Reporting* (2nd ed.). Springer, Berlin.
- Harrison, J.S. & Wicks, A.C. (2023). *Stakeholder Theory, Value, and Firm Performance*. Cambridge University Press, Cambridge.
- Wheeler, D. & Elkington, J. (2022). *The Sustainability Revolution: Portrait of a Paradigm Shift*. Greenleaf Publishing, Sheffield.

Additional Reading

- Bocken, N.M.P., de Pauw, I., Bakker, C. & van der Grinten, B. (2023). *Product Design and Business Model Innovation for Sustainability*. Routledge, London.
- Miller, D. & Martin, M. (2021). *Business Sustainability: Theory and Practice*. Wiley-Blackwell, Singapore.

UNIT SPECIFICATIONS

Unit Title
Management Accounting

Level
5

Learning Time Hours
150

Credit Value
6

Module Overview
This module develops learners' skills in management accounting, with a particular focus on the preparation of budgets, costing, and capital expenditure appraisal, and on the application of these techniques to real-world business cases. Learners will examine how management accounting information supports planning, control, and decision-making, and how it differs in purpose and audience from financial accounting. Emphasis is placed on analysing cost data, producing management information, and using management accounting tools to inform strategic and operational decisions in complex organisational environments.

Learning Outcomes
Competences
Upon successful completion of this module, learners will demonstrate the responsibility and autonomy to:

- Analyse cost data and produce management information to support decision-making in budget-setting, cash flow forecasting, and investment appraisal in unpredictable and complex business environments.

- Evaluate various management accounting systems to assess their benefits and suitability for different organisational contexts and to solve complex management problems.
- Differentiate between management accounting and financial accounting by assessing the nature of reports produced, identifying the stakeholders served, and evaluating the level of detail required for effective decision-making and resource management.

Knowledge
Upon successful completion of this module, learners will have engaged with:

- Fundamental concepts and principles of management accounting, including cost behaviour, cost allocation, and budgeting, and their impact on organisational financial strategies.
- Various cost accounting methods, such as job costing, process costing, and activity-based costing, and their applications in decision-making and performance evaluation within complex business environments.
- Key financial and managerial reports, including variance analysis, cost–volume–profit (CVP) analysis, and break-even analysis, and their role in strategic planning and organisational performance.
- The use of financial metrics and ratios in evaluating organisational performance, profitability, and cost management, and the application of these metrics to assess business health and effectiveness.
- Budgeting and forecasting techniques in financial planning and control, including master budgets and flexible budgets, and their effectiveness in managing organisational resources.
- The role of management accounting information in supporting strategic decisions, such as pricing, product mix, and resource allocation, and its contribution to overall business strategy and sustainability.

Skills
Upon successful completion of this module, learners will have developed:

- Capability to prepare and analyse detailed cost reports and management accounting statements, including variance reports and CVP analysis, to support managerial decision-making and enhance financial control.
- Proficiency in developing and implementing budgets and financial forecasts, including master budgets, flexible budgets, and cash flow projections, to guide business planning, resource allocation, and financial control.
- Competence in applying various costing methods, such as job costing, process costing, and activity-based costing, to allocate and manage costs accurately within an organisation, improving cost management practices.
- Ability to conduct variance analysis to identify deviations from budgeted performance, evaluate their causes, and recommend corrective actions to improve financial outcomes and operational efficiency.
- Skills in utilising financial metrics and ratios to assess organisational performance, profitability, and efficiency, and in making informed recommendations for strategic and operational improvements.
- Ability to create and interpret management accounting reports that provide insights into cost behaviour, profitability, and resource allocation, supporting strategic decision-making and operational effectiveness.

Module-Specific Learner Skills
In addition to the core programme skills outlined in Section B, learners will demonstrate enhanced abilities in:

- Analysing costs and identifying cost-saving opportunities within business operations using management accounting data.
- Making informed strategic decisions based on financial data and analysis provided by management accounting techniques.
- Setting and monitoring budgets effectively to manage financial resources and support achievement of organisational goals.
- Evaluating the financial performance of projects or departments using management accounting tools and techniques to inform resource allocation and performance improvement initiatives.

Module-Specific Digital Skills and Competences
Learners will develop digital skills and competencies including:

- Effectively utilising digital tools, software, and platforms to support management accounting processes.
- Organising, storing, and managing digital data efficiently and securely for management reporting and analysis.
- Collaborating with others using digital collaboration tools and platforms on management accounting tasks and projects.
- Communicating clearly and professionally across diverse digital communication channels when presenting management accounting information.
- Leveraging digital technology to solve financial problems, automate routine tasks, and streamline management accounting workflows.

Module Workload

Component	Hours
Total Contact Hours	**60**

Component	Hours
Supervised Placement and Practice Hours	**0**
Self-Study Hours	**85**
Assessment Hours	**5**
Total Learning Hours	**150**
ECTS Credits	**6**

Contact Hours: Structured learning activities under the direction of a lecturer/tutor, including lectures, tutorials, workshops, and participation in online forums.
Self-Study Hours: Independent reading, research, problem-solving, and preparation of case analyses, budgets, and reports.
Assessment Hours: Time allocated for examinations, presentations, and completion of written assignments and case studies.

Pedagogy
This module is delivered through a combination of theoretical learning and practical application:

- Lectures: Coverage of core topics such as budget preparation, costing techniques, capital expenditure appraisal methods, and the role of management accounting in decision-making.
- Hands-on Exercises: Structured numerical and analytical tasks to practise budgeting, costing, variance analysis, and investment appraisal.
- Case Study Analysis: Application of management accounting tools to real-world or simulated business cases, with emphasis on interpretation and strategic recommendations.
- Workshops and Tutorials: Small-group sessions focused on problem-solving, report preparation, and clarification of complex concepts.

The pedagogical approach emphasises analytical ability, application of concepts to practice, and the development of decision-making skills relevant to management accounting.

Assessment Strategy
Assessment Weightings

- Assignment: 50%
- Presentation: 30%
- Examination: 20%

Assessment Methods
Assignment (50%):
Learners will complete a written assignment (maximum 1,500 words) involving analysis of case studies, application of management accounting techniques, and formulation of strategic recommendations based on corporate-world examples. This assesses their ability to apply costing, budgeting, and performance evaluation tools to realistic scenarios.

Presentation (30%):
Learners will deliver an individual presentation (10 minutes, approximately 850 words or maximum 10 slides) presenting their findings and insights on specific management accounting topics using digital presentation tools. This assesses their ability to interpret management accounting information and communicate it clearly to managerial audiences.

Examination (20%):
A written examination will assess theoretical understanding, analytical skills, and the ability to apply management accounting concepts in real-world corporate scenarios. Questions will include both computational problems and interpretive/ discussion elements.

All assessments are conducted using digital learning tools, including online assessment platforms and presentation software.

Pass Mark: 50%

Reassessment Policy
Students who do not achieve the required standard are afforded one opportunity for reassessment.

- Process: Reassessment may involve resubmission of the assignment, delivery of a revised presentation, and/or a resit examination, as appropriate.
- Timing: Reassessments are scheduled in accordance with the academic calendar, with specific deadlines communicated to affected students.
- Support: Additional academic support, including individual tutorials and skills workshops, is available to help students address identified areas for development and prepare effectively for reassessment.

Essential Reading
Core Texts

- Horngren, C.T., Datar, S.M. & Rajan, M.V. (2022). *Cost Accounting: A Managerial Emphasis* (17th ed.). Pearson, London.
- Garrison, R.H., Noreen, E.W. & Brewer, P.C. (2022). *Managerial Accounting* (17th ed.). McGraw-Hill Education, New York.
- Drury, C. (2022). *Management and Cost Accounting* (10th ed.). Cengage Learning, Boston.

Additional Reading

- Grüber, S. (2014). "The fundamentals of financial accounting and reporting", in *Intangible Values in Financial Accounting and Reporting*, pp. 7–34.

Atkinson, A.A., Kaplan, R.S., Matsumura, E.M. & Young, S.M. (2022). *Management Accounting: Information for Decision-Making and Strategy Execution* (8th ed.). Pearson, London.

UNIT SPECIFICATIONS

Unit Title
Strategic Human Resource Management

Level
6

Learning Time Hours
150

Credit Value
6

Module Overview
This module focuses on Strategic Human Resource Management (SHRM) and its role in aligning HR practices with organisational strategy and business objectives. Learners explore key concepts, models, and frameworks that govern SHRM, and examine how sustainable development issues and strategic workforce planning impact business performance and organisational development. The module emphasises the integration of HR strategies with broader business goals, covering topics such as workforce planning, talent management, employee engagement, performance management, change leadership, and the use of HR analytics to inform decision-making. Through discussions, case studies, and practical exercises, students develop understanding of how effective HR strategies contribute to organisational success in dynamic environments.

Learning Outcomes
Competences
Upon successful completion of this module, learners will demonstrate the responsibility and autonomy to:

- Demonstrate a thorough understanding of key concepts and models governing Strategic Human Resource Management to inform effective HR strategies and practices within organisational contexts.
- Evaluate the role and significance of Strategic Human Resource Management in organisations to address complex HR challenges and align with strategic objectives.
- Analyse frameworks and methodologies of Strategic Human Resource Management to develop and implement effective HR policies and practices.
- Assess strategic human resource processes to enhance organisational performance and manage resources effectively.
- Evaluate different approaches to Strategic Human Resource Management to design and apply innovative HR strategies that meet organisational needs.
- Analyse the development and implementation of human resource strategies to drive organisational success and adapt to dynamic business environments.

Knowledge
Upon successful completion of this module, learners will have engaged with:

- Key principles and theories of Strategic Human Resource Management (SHRM) to understand how HR practices align with organisational strategies for achieving business objectives.
- The role of HR in developing and implementing strategic plans to enhance organisational performance through effective workforce planning, talent management, and employee development.
- The significance of Strategic HRM in fostering organisational culture, leadership development, and change management to support overall business success.
- Various HR metrics and analytical tools to assess the effectiveness of HR strategies and initiatives, including employee engagement, turnover rates, and performance metrics.
- The impact of legal and ethical considerations on Strategic HRM to ensure compliance with employment laws, diversity and inclusion practices, and ethical decision-making in HR management.

Skills
Upon successful completion of this module, learners will have developed:

- Capability to develop HR strategies that align with organisational goals by integrating workforce planning, recruitment, and talent management to support business objectives.
- Proficiency in implementing performance management systems by setting performance metrics, conducting evaluations, and providing feedback to enhance employee productivity and engagement.
- Competence in designing and executing employee development programmes, including training workshops and career development plans, to build skills and competencies aligned with organisational needs.
- Ability to apply HR analytics to assess and improve HR practices by utilising data-driven insights for making informed decisions on recruitment, retention, and employee performance.
- Skills in managing organisational change initiatives by applying change management principles, communicating effectively with stakeholders, and addressing resistance to ensure successful transitions.

Module-Specific Learner Skills
In addition to the core programme skills outlined in Section B, learners will demonstrate enhanced abilities in:

- Applying strategic thinking skills to align HR practices with organisational goals and objectives.
- Analysing and interpreting HR metrics and data for informed decision-making.
- Strengthening interpersonal skills for effective communication and collaboration with diverse stakeholders.
- Developing competency in talent management strategies, including recruitment, retention, and succession planning.
- Developing leadership skills to foster a positive organisational culture and drive HR-related initiatives and change.

Module-Specific Digital Skills and Competences
Learners will develop digital skills and competencies including:

- Proficiency in utilising HR management software and digital platforms for recruitment, performance management, and employee engagement.
- Competence in data analytics tools for analysing HR data, identifying trends, and making data-driven HR decisions.
- Skill in using digital learning management systems (LMS) for employee training and development programmes.

Module Workload

Component	Hours
Total Contact Hours	60
Supervised Placement and Practice Hours	0
Self-Study Hours	85
Assessment Hours	5
Total Learning Hours	150
ECTS Credits	6

Contact Hours: Structured learning activities under the direction of a lecturer/tutor, including lectures, seminars, workshops, and participation in online forums.
Self-Study Hours: Independent reading, research, case study preparation, and reflective writing.
Assessment Hours: Time allocated for presentations, report writing, and essay preparation and submission.

Pedagogy
This module is delivered through a combination of theoretical instruction and practical application:

- Lectures: Coverage of sustainable development issues and their implications for business strategy, alongside core SHRM concepts, theories, and frameworks.
- Discussions and Seminars: Facilitated sessions promoting deeper understanding, critical analysis, and debate on contemporary SHRM issues.
- Case Study Analysis: Examination of real-world examples illustrating how organisations integrate HR strategies with business objectives.
- Practical Exercises and Group Projects: Activities such as simulations and collaborative tasks providing opportunities to apply strategic HR management principles in realistic contexts.
- Interactive Workshops: Sessions focused on developing HR plans, analysing metrics, and designing talent strategies.

Assessment methods include research projects, presentations, and case analyses to evaluate students' comprehension and application of sustainable and strategic HR practices.

Assessment Strategy
Assessment Weightings

- Critical Analysis Report: 30%
- Strategic HRM Plan Presentation: 40%
- Reflective Essay on HRM Leadership: 30%

Assessment Methods
Critical Analysis Report (30%):
Learners will produce a critical analysis report (maximum 1,500 words) examining strategic HRM concepts, theories, or contemporary issues. This assesses their ability to analyse SHRM frameworks, evaluate HR practices, and apply theoretical knowledge to organisational contexts.

Strategic HRM Plan Presentation (40%):
Learners will deliver an individual presentation (10 minutes, approximately 850 words or maximum 10 slides) presenting a strategic HRM plan aligned with organisational objectives. This assesses their capability to integrate workforce planning, talent management, and HR analytics into a coherent strategic proposal and communicate it effectively using digital tools.

Reflective Essay on HRM Leadership (30%):
Learners will write a reflective essay (750–1,000 words) exploring their understanding of HRM leadership, organisational culture, and change management. This assesses their capacity for critical self-reflection and their ability to connect theory to personal and professional development in HRM leadership contexts.

All assessments are conducted using digital learning tools, including online assessment platforms and presentation software.

Pass Mark: 50%

Reassessment Policy
Students who do not achieve the required standard are afforded one opportunity for reassessment.

- Process: Reassessment may involve resubmission of the critical analysis report, delivery of a revised strategic HRM plan presentation, and/or resubmission of the reflective essay, as appropriate.
- Timing: Reassessments are scheduled in accordance with the academic calendar, with specific deadlines communicated to affected students.
- Support: Additional academic support, including individual tutorials and skills workshops, is available to help students address identified areas for development and prepare effectively for reassessment.

Essential Reading
Core Texts

- Boxall, P. & Purcell, J. (2021). *Strategy and Human Resource Management* (4th ed.). Palgrave Macmillan.
- Wright, P.M. & McMahan, G.C. (2023). *Strategic Human Resource Management: A Research Agenda* (2nd ed.). Routledge.
- Ulrich, D. & Brockbank, W. (2022). *The DNA of Strategic HR: A Guide to Understanding and Implementing Strategic Human Resource Management* (2nd ed.). Jossey-Bass.

- Schuler, R.S. & Jackson, S.E. (2023). *Strategic Human Resource Management* (3rd ed.). Wiley.
- Paauwe, J. (2022). *HRM and Performance: Achievements, Methodological Issues, and Prospects* (2nd ed.). Oxford University Press.
- Salaman, G., Storey, J. & Billsberry, J. (2020). *Strategic Human Resource Management: Theory and Practice*. SAGE Publications Ltd.
- Northouse, P.G. (2009). *Introduction to Leadership, Concepts and Practice*. Sage.

Additional Reading

- Mello, J.A. *Strategic Human Resource Management*.
- Cooper, C.L. & Burke, R.J. (Eds.). *Strategic HRM: Contemporary Issues*.
- Salaman, G. & Storey, J. *Strategic Human Resource Management: Theory and Practice*.

UNIT SPECIFICATIONS

Unit Title
Entrepreneurship Development

Level
6

Learning Time Hours
150

Credit Value
6

Module Overview
This module enables students to explore entrepreneurial culture and industrial growth, preparing them to establish and manage their own small ventures. Learners examine fundamental principles of entrepreneurship, including opportunity recognition, feasibility analysis, business planning, and start-up strategies. The module emphasises strategic analysis using frameworks such as SWOT, PESTLE, and Porter's Five Forces to assess business environments and competitive dynamics. Key areas of focus include market analysis, business model development, financial management and funding strategies, legal and regulatory requirements, and the development of entrepreneurial leadership skills that foster creativity, manage risk, and uphold social responsibility.

Learning Outcomes
Competences
Upon successful completion of this module, learners will demonstrate the responsibility and autonomy to:

- Analyse business opportunities and threats using SWOT, PESTLE, and Porter's Five Forces, demonstrating the ability to assess complex business environments and make informed strategic decisions.
- Identify and evaluate funding sources for entrepreneurial ventures, including both long-term and short-term options, and develop strategies for securing financial resources effectively.
- Demonstrate entrepreneurial behaviour by fostering creativity, managing risk, and upholding social responsibility, thereby leading and innovating in unpredictable business contexts.
- Critically evaluate entrepreneurship development programmes and assess their impact on self-employment and economic growth, utilising insights to enhance or design effective support mechanisms.

Knowledge
Upon successful completion of this module, learners will have engaged with:

- Fundamental principles and theories of entrepreneurship, including the characteristics of successful entrepreneurs and their roles in driving innovation and economic development within various contexts.
- The entrepreneurial process, including opportunity recognition, feasibility analysis, business planning, and start-up strategies, highlighting their relevance in new venture creation and sustainable business practices.
- Key concepts in market analysis and business model development, focusing on how entrepreneurs assess market needs, competition, and customer value propositions to create viable and innovative business models.
- The significance of financial management and funding strategies for new ventures, including sources of capital, financial planning, and risk management, and their impact on the sustainability and growth of entrepreneurial ventures.
- Legal and regulatory requirements for starting and running a business, such as company registration, intellectual property protection, and compliance with local and international regulations, and their implications for business operations.

Skills

Upon successful completion of this module, learners will have developed:

- Capability to develop comprehensive business plans that integrate market analysis, financial projections, and strategic goals, demonstrating a professional approach to planning and executing new ventures within various business contexts.
- Proficiency in conducting detailed market research to identify and evaluate business opportunities, including analysis of customer needs, market trends, and competitive landscapes, and effectively communicating findings to both specialist and non-specialist audiences.
- Competence in applying financial management skills to create and manage budgets, oversee cash flow, and seek appropriate funding options, utilising financial tools and techniques to support and drive business growth.
- Ability to design and implement effective marketing strategies for new products or services, incorporating digital marketing, branding, and customer engagement techniques to achieve strategic business objectives.
- Skills in demonstrating entrepreneurial leadership and management by effectively managing teams, resolving conflicts, and making strategic decisions that drive business success and foster innovation.

Module-Specific Learner Skills
In addition to the core programme skills outlined in Section B, learners will demonstrate enhanced abilities in:

- Identifying and leveraging emerging business opportunities in diverse market environments.
- Developing comprehensive business plans and strategies for entrepreneurial ventures.
- Applying advanced financial management skills, including budgeting, forecasting, and managing cash flows in entrepreneurial contexts.
- Navigating regulatory and legal frameworks relevant to entrepreneurship, ensuring compliance and mitigating risks effectively.

Module-Specific Digital Skills and Competences
Learners will develop digital skills and competencies including:

- Proficiency in digital marketing tools for effective promotion and customer engagement.
- Competence in data analytics for informed decision-making and market analysis.
- Skilful use of e-commerce platforms for sales facilitation and online business operations.
- Management of digital advertising campaigns for enhanced visibility and brand awareness.

Module Workload

Component	Hours
Total Contact Hours	60
Supervised Placement and Practice Hours	0
Self-Study Hours	85
Assessment Hours	5
Total Learning Hours	150
ECTS Credits	6

Contact Hours: Structured learning activities under the direction of a lecturer/tutor, including lectures, workshops, and participation in online forums.
Self-Study Hours: Independent research, reading, business plan development, and preparation of case analyses.
Assessment Hours: Time allocated for presentations, case study analysis, and group project work.

Pedagogy
This module is delivered with a focus on fostering understanding of entrepreneurial culture and industrial growth, equipping students with knowledge and skills to establish and manage their own ventures:

- Theoretical Lectures: Introduction to key concepts in entrepreneurship, including opportunity recognition, business planning, strategic analysis frameworks, and funding strategies.
- Practical Exercises: Hands-on activities such as business plan development, feasibility studies, and financial planning to apply theoretical knowledge to practical situations.
- Interactive Discussions: Collaborative sessions exploring entrepreneurial challenges, innovation, risk management, and strategic decision-making.
- Case Study Analysis: Examination of real-world entrepreneurial ventures to understand strategies, challenges, and success factors.

- Guest Lectures: Presentations by industry experts and successful entrepreneurs providing real-world insights and perspectives.
- Workshops: Structured sessions on market research, competitive analysis using SWOT, PESTLE, and Porter's Five Forces, and business model development.

Assessment methods include project presentations, business pitches, and evaluations of business plans to assess students' readiness to embark on entrepreneurial endeavours.

Assessment Strategy
Assessment Weightings
- Case Study Analysis: 30%
- Presentation: 30%
- Marketing Development Plan (Group Project): 40%

Assessment Methods
Case Study Analysis (30%):
Learners will complete a written case study analysis (750–1,000 words) examining entrepreneurial scenarios, strategies, and business challenges. This assesses their ability to analyse business opportunities and threats using strategic frameworks and apply entrepreneurial concepts to real-world situations.

Presentation (30%):
Learners will deliver an individual presentation (10 minutes, approximately 850 words or maximum 10 slides) effectively communicating their entrepreneurial ideas and strategies using digital presentation tools. This assesses their capability to articulate business concepts, strategic analysis, and entrepreneurial plans clearly and persuasively.

Marketing Development Plan (Group Project) (40%):
Learners will collaboratively develop a marketing development plan for an entrepreneurial venture (1,500–2,500 words per group). This major component assesses their ability to conduct market research, design marketing strategies, and integrate entrepreneurial concepts into a comprehensive business development plan.

All assessments are conducted using digital learning tools, including online assessment platforms and presentation software.

Pass Mark: 50%

Reassessment Policy
Students who do not achieve the required standard are afforded one opportunity for reassessment.
- Process: Reassessment may involve resubmission of the case study analysis, delivery of a revised presentation, and/or revision of group project contributions, as appropriate.
- Timing: Reassessments are scheduled in accordance with the academic calendar, with specific deadlines communicated to affected students.
- Support: Additional academic support, including individual tutorials and skills workshops, is available to help students address identified areas for development and prepare effectively for reassessment.

Essential Reading
Core Texts
- Blank, S. & Dorf, B. (2022). *The Startup Owner's Manual: The Step-by-Step Guide for Building a Great Company* (3rd ed.). K&S Ranch.
- Kuratko, D.F. (2022). *Entrepreneurship: Theory, Process, and Practice* (11th ed.). Cengage Learning.
- Byrge, C.J. & Lichtenstein, B.B. (2021). *Innovation and Entrepreneurship: A Growth Model for Business* (2nd ed.). Palgrave Macmillan.
- Bamford & Bruton (2018). *Entrepreneurship: The Art, Science, and Process for Success* (3rd ed.). McGraw Hill Publications.
- Drucker, P. (2007). *Innovation and Entrepreneurship*. Routledge.

Additional Reading
- Barringer, B.R. & Ireland, R.D. *Entrepreneurship: Successfully Launching New Ventures*.
- Ries, E. *The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses*.
- Osterwalder, A. & Pigneur, Y. *Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers*.

UNIT SPECIFICATIONS

Unit Title
Corporate and Business Law

Level
6

Learning Time Hours
150

Credit Value
6

Module Overview
This module develops learners' understanding of the concepts and principles of English Corporate and Business Law, providing opportunities to apply these concepts to practical business situations. Learners examine the legal system, including parliamentary governance, court structures, and the burden of proof, alongside various sources of law such as acts of parliament, common law, case law, and European law. The module covers key areas including corporate governance, company formation, shareholder rights, legal structures for business entities, principles of contract law, regulatory compliance, business torts and liabilities, and insolvency processes. Emphasis is placed on practical application, critical thinking, and problem-solving skills essential for navigating legal concepts in business contexts.

Learning Outcomes
Competences
Upon successful completion of this module, learners will demonstrate the responsibility and autonomy to:

- Analyse and apply the legal system by demonstrating understanding of parliamentary governance, court structures, the burden of proof, and key legal personnel within the context of legal and business environments.
- Develop and implement legal strategies by utilising knowledge of various sources of law, including acts of parliament, common law, case law, European law, and legal principles to address complex legal issues in business contexts.
- Apply principles of contract law by effectively managing and resolving issues related to offer, acceptance, consideration, terms, discharge, and breach of contracts in practical business scenarios.
- Assess and manage insolvency processes by gaining insights into bankruptcy, receivership, administration, and relevant legislation, and applying this knowledge to evaluate and address legal challenges in business operations.

Knowledge
Upon successful completion of this module, learners will have engaged with:

- Key legal concepts such as corporate governance, company formation, and shareholder rights, within the context of managing and operating a business to understand their impact on business operations.
- Primary legal structures for business entities, including sole proprietorships, partnerships, and corporations, and evaluation of their implications for legal compliance and operational effectiveness.
- Principles of contract law including formation, performance, and enforcement, and application of these principles to business agreements and transactions to ensure effective legal management.
- The role of regulatory bodies and legal frameworks in enforcing corporate compliance and promoting ethical business practices to ensure adherence to legal standards.
- Major business torts and liabilities such as negligence and product liability, and analysis of their implications for business risk management and legal strategies.

Skills
Upon successful completion of this module, learners will have developed:

- Capability to draft and review business contracts by applying legal principles to ensure compliance with legal requirements and to safeguard the interests of all parties involved.
- Proficiency in analysing case studies and legal scenarios to identify potential legal issues and risks in business transactions, and developing appropriate legal solutions or strategies to address these challenges.
- Competence in conducting legal research to inform business decisions by interpreting relevant statutes, regulations, and case law, particularly concerning corporate governance and business operations.
- Ability to evaluate different legal structures for business entities and recommend the most suitable structure based on comprehensive legal and business considerations.
- Skills in designing and implementing compliance strategies and procedures to ensure adherence to regulatory requirements, while establishing risk management practices to mitigate potential legal liabilities.

Module-Specific Learner Skills
In addition to the core programme skills outlined in Section B, learners will demonstrate enhanced abilities in:

- Constructing persuasive legal arguments by analysing case law, statutes, and legal principles, and effectively articulating them in written and oral formats.
- Applying critical thinking skills to evaluate legal issues from multiple perspectives, anticipate potential consequences, and propose informed solutions or recommendations.
- Identifying, assessing, and managing legal risks faced by businesses, including compliance obligations, contractual liabilities, and potential litigation exposure.
- Enhancing negotiation abilities to reach settlements and effectively resolve disputes by acknowledging the interests of all involved parties and striving for mutually beneficial outcomes.

Module-Specific Digital Skills and Competences
Learners will develop digital skills and competencies including:

- Proficiency in using digital legal research tools and platforms to access legislation, case law, and legal commentaries.
- Skills in conducting online legal research and critically evaluating the reliability and relevance of online legal sources.
- Enhanced digital communication skills for professional legal correspondence and client interactions.
- Ability to utilise online collaboration platforms effectively for legal teamwork and document sharing.

Module Workload

Component	Hours
Total Contact Hours	**60**
Supervised Placement and Practice Hours	**0**
Self-Study Hours	**85**
Assessment Hours	**5**
Total Learning Hours	**150**
ECTS Credits	**6**

Contact Hours: Structured learning activities under the direction of a lecturer/tutor, including online lectures, tutorials, and participation in online forums.
Self-Study Hours: Independent legal research, reading, case analysis, and preparation of legal documents and reports.
Assessment Hours: Time allocated for presentations, case study analysis, and group project work.
Pedagogy

This module employs a multifaceted teaching approach designed to develop practical legal skills and critical understanding:

- Online Lectures: Introduction to core concepts in corporate and business law, including legal systems, contract law principles, corporate governance, and regulatory frameworks.
- Case Study Analysis: Examination of real and hypothetical legal scenarios to develop problem-solving skills and practical application of legal principles.
- Interactive Discussions: Facilitated sessions exploring contemporary legal issues, ethical considerations, and complex legal challenges in business contexts.
- Practical Exercises: Activities such as contract drafting, legal risk assessment, and compliance strategy development.
- Workshops and Tutorials: Small-group sessions focused on legal research techniques, case analysis, and development of legal arguments.

Emphasis is placed on practical application, critical thinking, and problem-solving skills essential for effectively understanding and navigating legal concepts in business environments.

Assessment Strategy
Assessment Weightings

- Case Study Analysis: 30%
- Presentation: 30%
- Group Project: 40%

Assessment Methods
Case Study Analysis (30%):
Learners will complete a written case study analysis (750–1,000 words) involving application of legal principles to corporate scenarios and provision of strategic recommendations. This assesses their ability to identify legal issues, analyse case law and statutes, and propose appropriate legal solutions.

Presentation (30%):
Learners will deliver an individual presentation (10 minutes, approximately 850 words or maximum 10 slides) communicating legal analysis and insights on corporate legal issues using digital presentation tools. This assesses their capability to articulate legal concepts clearly and professionally to diverse audiences.

Group Project (40%):
Learners will collaboratively complete a group project (1,500–2,500 words per group) addressing a complex corporate or business law problem. This major component assesses their ability to work collaboratively, conduct legal research, apply legal frameworks, and develop comprehensive legal strategies for business contexts.

All assessments are conducted using digital learning tools, including online assessment platforms and presentation software.

Pass Mark: 50%

Reassessment Policy
Students who do not achieve the required standard are afforded one opportunity for reassessment.

- Process: Reassessment may involve resubmission of the case study analysis, delivery of a revised presentation, and/or revision of group project contributions, as appropriate.
- Timing: Reassessments are scheduled in accordance with the academic calendar, with specific deadlines communicated to affected students.
- Support: Additional academic support, including individual tutorials and skills workshops, is available to help students address identified areas for development and prepare effectively for reassessment.

Essential Reading
Core Texts

- David, C.R. & Johnstone, J. (2021). *Business Law: A Hands-On Approach* (3rd ed.). Routledge.
- Sullivan, T.A. & Gerding, E.F. (2022). *Business Law and Regulation* (4th ed.). Wolters Kluwer.
- Miller, R.L. & Jentz, G.A. (2021). *Business Law and the Regulation of Business* (14th ed.). Cengage Learning.

Additional Reading

- Mayson, S., French, D. & Ryan, B. (2023). *Mayson, French & Ryan on Company Law* (35th ed.). Oxford University Press.
- Blair, M.M. & Stout, L.A. (2021). *Corporate Law and Economics* (2nd ed.). Cambridge University Press.
- Jones, L. (2017). *Introduction to Business Law* (4th ed.). Oxford University Press.

UNIT SPECIFICATIONS

Unit Title
Customer Relationship Management

Level
6

Learning Time Hours
150

Credit Value
6

Module Overview
This module focuses on imparting knowledge and skills for managing customer relations and service excellence across industries. Designed for supervisory and managerial staff, it aims to empower participants to support their teams in delivering exceptional customer service. Learners explore key CRM concepts including customer lifetime value, customer retention, and customer segmentation, and examine CRM systems, technologies, and models (operational, analytical, and collaborative CRM) used to manage customer interactions and enhance service delivery. Through

theoretical instruction and practical application, participants learn effective strategies to enhance customer satisfaction, loyalty, and long-term customer relationships in the workplace.

Learning Outcomes
Competences
Upon successful completion of this module, learners will demonstrate the responsibility and autonomy to:

- Analyse and prioritise customer needs and expectations to develop strategies that enhance customer satisfaction and loyalty within diverse business contexts.
- Resolve customer complaints and conflicts effectively by implementing problem-solving techniques and communication strategies that address issues and improve customer relationships.
- Foster and maintain long-term relationships with customers by employing relationship management techniques and personalised engagement strategies to enhance customer retention and satisfaction.
- Lead and motivate teams to deliver exceptional customer service by setting performance standards, providing guidance, and implementing training programmes to achieve high levels of customer satisfaction.
- Identify and implement opportunities for process improvement and innovation in customer service operations, utilising feedback and data analysis to enhance efficiency and effectiveness.

Knowledge
Upon successful completion of this module, learners will have engaged with:

- Key CRM concepts and terminology such as customer lifetime value, customer retention, and customer segmentation, within the context of modern business practices and their strategic implications.
- Fundamental principles and strategies of CRM and their impact on enhancing customer satisfaction and loyalty across different industries, considering theoretical and practical perspectives.
- The role of CRM systems and technologies in managing customer interactions, improving service delivery, and supporting marketing and sales efforts, emphasising their integration within business processes.
- CRM models and approaches such as operational, analytical, and collaborative CRM, and assessment of their applications and effectiveness in various business contexts.
- The significance of customer data management and its role in personalising customer experiences and optimising CRM strategies, focusing on data privacy and ethical considerations.
- The impact of CRM on business performance, including customer acquisition, retention rates, and overall profitability, using relevant metrics and analytical tools.

Skills
Upon successful completion of this module, learners will have developed:

- Capability to develop effective CRM strategies that enhance customer satisfaction and loyalty, utilising practical tools and techniques within real-world business scenarios.
- Proficiency in implementing CRM software and tools to manage customer data, track interactions, and analyse customer behaviour, demonstrating ability to leverage technology to support CRM objectives.
- Competence in designing personalised customer communication plans based on data analysis and customer segmentation, applying skills to tailor messages and offers to meet individual customer needs.
- Ability to execute customer service initiatives that improve the customer experience and resolve issues effectively, showcasing application of CRM principles in managing customer interactions and enhancing service quality.
- Skills in evaluating the effectiveness of CRM programmes through performance metrics and feedback, demonstrating ability to assess and adjust strategies based on data and outcomes to ensure continuous improvement.
- Ability to facilitate cross-functional collaboration to integrate CRM strategies across departments, using communication and teamwork skills to ensure cohesive implementation and alignment of CRM practices within the organisation.

Module-Specific Learner Skills
In addition to the core programme skills outlined in Section B, learners will demonstrate enhanced abilities in:

- Using CRM software proficiently to manage customer interactions, track sales activities, and analyse customer data.
- Engaging effectively with customers on social media platforms, creating compelling content, and managing online communities to enhance brand reputation and customer loyalty.
- Analysing customer feedback systematically, identifying trends, and deriving actionable insights to improve products, services, and customer experiences.
- Adapting to and leveraging advanced technologies such as artificial intelligence, Internet of Things (IoT), and predictive analytics to anticipate customer needs and personalise interactions.

Module-Specific Digital Skills and Competences
Learners will develop digital skills and competencies including:

- Ability to plan, execute, and measure digital marketing campaigns using various online channels such as social media, email marketing, and search engine optimisation (SEO).

- Proficiency in using data analytics tools to gather insights from customer data and create visually compelling reports and dashboards for decision-making purposes.
- Ability to map out the customer journey across digital touchpoints, identify pain points and opportunities for improvement, and optimise the overall customer experience.

Module Workload

Component	Hours
Total Contact Hours	**60**
Supervised Placement and Practice Hours	**0**
Self-Study Hours	**85**
Assessment Hours	**5**
Total Learning Hours	**150**
ECTS Credits	**6**

Contact Hours: Structured learning activities under the direction of a lecturer/tutor, including lectures, tutorials, and participation in online forums.
Self-Study Hours: Independent research, reading, case study preparation, and CRM strategy development.
Assessment Hours: Time allocated for examinations, presentations, and assignment submissions.

Pedagogy
This module is delivered through a combination of theoretical instruction and practical application:

- Lectures: Introduction to key concepts and strategies for managing customer relations and service excellence, including CRM systems, models, and technologies.
- Case Studies: Examination of real-world scenarios providing hands-on experience in applying CRM principles to practical business situations.
- Interactive Discussions: Facilitated sessions fostering collaborative learning, critical thinking, and exploration of contemporary CRM challenges.
- Group Activities: Collaborative tasks enabling learners to develop CRM strategies, analyse customer data, and design customer engagement initiatives.
- Practical Exercises: Activities such as CRM software demonstrations, customer journey mapping, and personalised communication planning.

Assessment methods include assignments, presentations, and examinations to evaluate students' understanding and application of customer service and CRM principles.

Assessment Strategy
Assessment Weightings

- Assignment: 50%
- Presentation: 30%
- Examination: 20%

Assessment Methods
Assignment (50%):
Learners will complete a written assignment (maximum 1,500 words) focusing on analysing case studies, implementing CRM strategies, and proposing tailored solutions for customer relationship challenges. This assesses their ability to apply CRM concepts, utilise customer data analysis, and develop strategic recommendations for enhancing customer satisfaction and loyalty.

Presentation (30%):
Learners will deliver an individual presentation (10 minutes, approximately 850 words or maximum 10 slides) effectively communicating CRM strategies and their implementation using digital presentation tools. This assesses their capability to articulate CRM concepts, present data-driven insights, and recommend customer engagement strategies clearly and professionally.

Examination (20%):
A written examination will evaluate theoretical understanding, analytical skills, and the application of CRM concepts. Questions are designed to assess real-world CRM scenarios, including customer data management, CRM technology implementation, and measurement of CRM effectiveness.

All assessments are conducted using digital learning tools, including online assessment platforms and presentation software.

Pass Mark: 50%

Reassessment Policy
Students who do not achieve the required standard are afforded one opportunity for reassessment.

- Process: Reassessment may involve resubmission of the assignment, delivery of a revised presentation, and/or a resit examination, as appropriate.
- Timing: Reassessments are scheduled in accordance with the academic calendar, with specific deadlines communicated to affected students.
- Support: Additional academic support, including individual tutorials and skills workshops, is available to help students address identified areas for development and prepare effectively for reassessment.

Essential Reading
Core Texts

- Buttle, F. & Brookes, M. (2022). *Customer Relationship Management: Concepts and Technologies* (4th ed.). Routledge.
- Payne, A. & Frow, P. (2021). *Strategic Customer Management: A Relationship Perspective* (3rd ed.). Oxford University Press.
- Nguyen, B. & Simkin, L. (2022). The Dark Side of CRM: The Case of Incomplete Customer Relationships. *Journal of Strategic Marketing*, 30(2), 122–137.
- Lemon, K.N. & Verhoef, P.C. (2021). Understanding Customer Experience Throughout the Customer Journey. *Journal of Marketing*, 85(2), 69–93.

Additional Reading

- Malthouse, E.C., Calder, B.J. & Kim, S. (2022). CRM and Customer Loyalty: Exploring the Role of Technology. *Journal of Interactive Marketing*, 55, 50–64.
- Buttle, F. & Maklan, S. (2019). *Customer Relationship Management: Concepts and Technologies* (4th ed.). Routledge.

UNIT SPECIFICATIONS

Unit Title
Quantitative Methods in a Business Context

Level

Learning Time Hours
150

Credit Value
6

Module Overview
This module is designed to develop skills in using quantitative methods, including how to present and use business and management data to inform business decisions. By developing quantitative skills, learners are able to apply business concepts in areas such as accounting, finance, and human resource management. Quantitative data is frequently employed to assist with business decisions, for example, calculating sales volume to recover costs, determining the price of new products, measuring business performance, and evaluating the impact of management actions on business outcomes. The module covers key statistical concepts and techniques including probability distributions, hypothesis testing, regression analysis, data collection and analysis processes, and the interpretation of statistical measures to support strategic decision-making.

Learning Outcomes
Competences
Upon successful completion of this module, learners will demonstrate the responsibility and autonomy to:

- Analyse business data to identify trends, evaluate relationships between variables, and forecast future performance, demonstrating the ability to measure the impact of management actions on business outcomes in complex and unpredictable contexts.
- Interpret statistical measures such as central tendency (mean, median, mode), dispersion, and correlation coefficients to make informed decisions, applying these techniques in real-world business scenarios to address complex problems.
- Communicate the results of data analysis and management information to both internal stakeholders (directors, managers, workforce) and external stakeholders (investors, lenders, suppliers), ensuring clarity and relevance tailored to the needs of each audience and reflecting a professional approach to work.

Knowledge
Upon successful completion of this module, learners will have engaged with:

- Key statistical concepts and techniques such as probability distributions, hypothesis testing, and regression analysis applied to business data analysis, demonstrating advanced understanding of their role in addressing complex business problems.
- Fundamental principles of quantitative methods and their use in solving business problems and making data-driven decisions, integrating theoretical and practical knowledge at the forefront of the field.
- The process of data collection and analysis and its impact on business forecasting, trend analysis, and operational efficiency, incorporating innovative methods and tools in specialised business contexts.
- The significance of various quantitative tools and models in business research, understanding their role in enhancing decision-making processes and addressing relevant social and ethical issues.
- Quantitative methods to evaluate business performance metrics and assess market trends, applying detailed theoretical and practical knowledge to complex business scenarios.
- Key terms and methodologies in quantitative analysis such as mean, median, standard deviation, and correlation, applying them within the framework of business applications to support strategic decision-making.

Skills
Upon successful completion of this module, learners will have developed:

- Capability to apply statistical techniques such as regression analysis and hypothesis testing to analyse business data, deriving actionable insights to inform strategic decision-making.
- Proficiency in utilising quantitative tools to develop accurate business forecasts and trends, ensuring that predictions are based on rigorous data analysis and support data-driven decision-making.
- Competence in interpreting results from statistical analyses to make informed business decisions and recommendations, using empirical evidence to address complex business challenges.
- Ability to develop data collection strategies and manage datasets to ensure the reliability and validity of business research, addressing potential biases and ensuring data quality.
- Skills in constructing and validating business models using quantitative methods such as linear programming or time series analysis to address specific business problems and support effective problem-solving.
- Ability to present quantitative findings effectively to stakeholders using appropriate visualisations and reports, demonstrating the impact of analysis on business strategies and decisions.

Module-Specific Learner Skills
In addition to the core programme skills outlined in Section B, learners will demonstrate enhanced abilities in:

- Deriving actionable insights from quantitative data analysis to aid strategic planning and operational decision-making.
- Identifying business problems that can be addressed through quantitative methods and effectively framing them for analysis.
- Demonstrating versatility in selecting and applying appropriate quantitative methodologies based on the nature and requirements of business problems.
- Collaborating with peers in analysing complex business scenarios, fostering a collaborative problem-solving environment.

Module-Specific Digital Skills and Competences
Learners will develop digital skills and competencies including:

- Proficiency in statistical software packages (such as SPSS, R, or Excel) for advanced data analysis and statistical modelling.
- Skills in database management systems, enabling them to organise, store, and retrieve large datasets efficiently for analysis and reporting purposes.
- Competence in using online collaboration tools for remote teamwork, communication, and project management.

Module Workload

Component	Hours

Component	Hours
Total Contact Hours	**60**
Supervised Placement and Practice Hours	**0**
Self-Study Hours	**85**
Assessment Hours	**5**
Total Learning Hours	**150**
ECTS Credits	**6**

Contact Hours: Structured learning activities under the direction of a lecturer/tutor, including lectures, tutorials, and participation in online forums.
Self-Study Hours: Independent research, reading, statistical exercises, and data analysis practice.
Assessment Hours: Time allocated for examinations, presentations, and assignment completion.

Pedagogy
This module is delivered through a combination of theoretical instruction and practical application to develop students' quantitative skills:

- Lectures: Introduction to key statistical concepts, quantitative techniques, and their application in business decision-making contexts.
- Tutorials: Guided sessions providing instruction on statistical software, data analysis techniques, and interpretation of results.
- Practical Exercises: Hands-on activities enabling students to apply quantitative methods to business data and develop analytical skills.
- Case Studies: Examination of real-world scenarios illustrating the application of quantitative methods, such as calculating sales volume for cost recovery, setting prices for new products, and evaluating business performance.
- Decision-Making Simulations: Interactive activities reinforcing learning objectives and ensuring proficiency in applying quantitative techniques to business contexts.

Assessment methods include data analysis projects, presentations, and examinations to evaluate students' understanding and application of quantitative methods in business decision-making.

Assessment Strategy
Assessment Weightings

- Assignment: 50%
- Presentation: 30%
- Examination: 20%

Assessment Methods
Assignment (50%):
Learners will complete a written assignment (maximum 1,500 words) involving application of quantitative analysis techniques to address business challenges and interpret data effectively. This assesses their ability to apply statistical methods, conduct data analysis, and derive actionable business insights.

Presentation (30%):
Learners will deliver an individual presentation (10 minutes, approximately 850 words or maximum 10 slides) effectively communicating their quantitative analysis findings and methodologies using digital presentation tools. This assesses their capability to present statistical results, visualise data, and explain analytical approaches clearly to business audiences.

Examination (20%):
A written examination will evaluate theoretical understanding, analytical skills, and the ability to apply quantitative methods in diverse business contexts. Questions will incorporate scenario-based problems requiring application of statistical techniques to real-world business situations.

All assessments are conducted using digital learning tools, including online assessment platforms and presentation software.

Pass Mark: 50%

Reassessment Policy
Students who do not achieve the required standard are afforded one opportunity for reassessment.

- Process: Reassessment may involve resubmission of the assignment, delivery of a revised presentation, and/or a resit examination, as appropriate.
- Timing: Reassessments are scheduled in accordance with the academic calendar, with specific deadlines communicated to affected students.
- Support: Additional academic support, including individual tutorials and skills workshops, is available to help students address identified areas for development and prepare effectively for reassessment.

Essential Reading
Core Texts

- Croxton, F.E., Cowden, D.J. & Klein, S. (2021). *Applied General Statistics* (12th ed.). Pearson.
- Hinton, P.R. (2021). *Statistics Explained: An Introductory Guide for Life Scientists* (2nd ed.). Routledge.
- Pallant, J. (2020). *SPSS Survival Manual: A Step-by-Step Guide to Data Analysis using IBM SPSS* (7th ed.). Allen & Unwin.

Additional Reading

- Hair, J.F., Black, W.C., Babin, B.J. & Anderson, R.E. (2021). *Multivariate Data Analysis* (8th ed.). Pearson.
- Tabachnick, B.G. & Fidell, L.S. (2020). *Using Multivariate Statistics* (7th ed.). Pearson.
- Weiers, R.M. (2021). *Introduction to Business Statistics* (7th ed.). Cengage Learning.
- Field, A. (2022). *Discovering Statistics Using SPSS* (5th ed.). Sage Publications.

UNIT SPECIFICATIONS

Unit Title
Environmental Management

Level
6

Learning Time Hours
150

Credit Value
6

Module Overview
This module equips learners with comprehensive understanding of environmental management principles and practices, exploring the role of businesses and organisations in managing their environmental impact through sustainable practices and compliance with environmental regulations. Learners examine key concepts including environmental policies, resource management, pollution control, sustainability initiatives, environmental impact assessments (EIAs), and environmental management systems (EMS). The module emphasises the integration of environmental management into business strategy to achieve sustainable development, reduce environmental footprints, and maintain competitive advantage. By the end of the module, learners are able to develop and implement effective environmental management strategies, assess environmental performance using key performance indicators, and contribute to organisational efforts in addressing environmental challenges while achieving business objectives.

Learning Outcomes
Competences
Upon successful completion of this module, learners will demonstrate the responsibility and autonomy to:

- Develop and implement effective environmental management strategies that align with organisational goals and comply with relevant environmental regulations and standards, demonstrating leadership in managing complex environmental challenges.
- Assess and manage environmental risks and impacts through techniques such as environmental impact assessments (EIAs) and sustainability audits, applying critical thinking to mitigate environmental challenges.
- Apply principles of resource management and pollution control to minimise waste, reduce emissions, and improve overall environmental performance, showcasing initiative in enhancing environmental sustainability.

- Design and execute comprehensive environmental management plans that incorporate best practices for sustainability including energy efficiency, waste reduction, and sustainable resource use, demonstrating creativity in project development.
- Evaluate and report on the effectiveness of environmental initiatives and programmes using key performance indicators (KPIs) and metrics, facilitating continuous improvement and strategic decision-making.
- Communicate environmental management practices and performance effectively to stakeholders including regulatory bodies, employees, and the public, to enhance organisational transparency and accountability.

Knowledge
Upon successful completion of this module, learners will have engaged with:

- Fundamental principles and concepts of environmental management, including sustainability, environmental impact assessment, and resource management, to understand their application in modern business contexts.
- Key environmental regulations and standards relevant to business operations, such as ISO 14001, environmental compliance requirements, and national and international environmental policies, to ensure adherence and strategic alignment.
- Various methods and tools for assessing and managing environmental risks and impacts, including environmental audits, life cycle assessments, and sustainability reporting, to apply best practices in environmental management.
- The role and significance of different stakeholders in environmental management, including regulatory bodies, non-governmental organisations (NGOs), and community groups, to understand their influence on environmental policies and practices.
- Principles of pollution control and waste management, including strategies for reducing emissions, managing hazardous materials, and implementing recycling programmes, to develop effective environmental management strategies.
- The importance of integrating environmental management into business strategy and decision-making to achieve sustainable development and competitive advantage, demonstrating comprehensive understanding of environmental impacts on business.

Skills
Upon successful completion of this module, learners will have developed:

- Capability to conduct comprehensive environmental impact assessments (EIAs) to identify and evaluate potential environmental risks and develop effective mitigation strategies in diverse operational contexts.
- Proficiency in implementing environmental management systems (EMS) and ensuring compliance with standards such as ISO 14001 through meticulous documentation and ongoing monitoring to meet regulatory and organisational requirements.
- Competence in applying advanced pollution control techniques and waste management practices to minimise environmental impact, including strategies for energy efficiency, water conservation, and waste reduction in various business settings.
- Ability to design and manage sustainability initiatives and programmes that promote resource efficiency, reduce environmental footprints, and support organisational sustainability goals through strategic planning and execution.
- Skills in analysing environmental performance data using key performance indicators (KPIs) and metrics to assess the effectiveness of environmental management strategies and identify areas for improvement for continuous enhancement.
- Ability to communicate environmental management practices and performance to stakeholders, including regulatory bodies, employees, and the public, through effective reports, presentations, and community engagement activities, ensuring transparency and understanding.

Module-Specific Learner Skills
In addition to the core programme skills outlined in Section B, learners will demonstrate enhanced abilities in:

- Performing environmental impact assessments (EIAs) to identify and evaluate environmental risks and impacts, and developing appropriate mitigation strategies.
- Interpreting and applying environmental regulations and standards, such as ISO 14001, to ensure compliance and enhance organisational environmental performance.
- Designing and executing sustainability initiatives and resource management strategies to reduce environmental impact and promote efficient use of resources.
- Analysing environmental performance data using key performance indicators (KPIs) and metrics, and preparing reports that effectively communicate findings and recommendations to stakeholders.

Module-Specific Digital Skills and Competences
Learners will develop digital skills and competencies including:

- Proficiency in using software tools for analysing and visualising environmental data, such as Microsoft Excel, Tableau, or specialised environmental management software, to interpret performance metrics and trends.
- Competence in using EMS software platforms to manage, monitor, and report on environmental compliance and sustainability initiatives.

- Ability to utilise Geographic Information Systems (GIS) tools for mapping and analysing spatial data related to environmental impact, resource management, and pollution control.
- Skill in using digital tools for sustainability reporting and performance tracking, such as Global Reporting Initiative (GRI) software or integrated reporting platforms, to document and communicate environmental performance.

Module Workload

Component	Hours
Total Contact Hours	**60**
Supervised Placement and Practice Hours	**0**
Self-Study Hours	**85**
Assessment Hours	**5**
Total Learning Hours	**150**
ECTS Credits	**6**

Contact Hours: Structured learning activities under the direction of a lecturer/tutor, including virtual lectures, interactive webinars, and participation in online discussion forums.
Self-Study Hours: Independent research, reading, case study preparation, and analysis of environmental management practices.
Assessment Hours: Time allocated for examinations, presentations, and assignment completion.

Pedagogy
This module is delivered through online and blended learning approaches:

- Virtual Lectures: Introduction to environmental management principles, regulations, sustainability concepts, and best practices in environmental performance management.
- Interactive Webinars: Real-time sessions enabling discussion of contemporary environmental challenges, stakeholder engagement, and regulatory compliance.
- Online Discussion Forums: Collaborative platforms fostering peer-to-peer learning and critical debate on environmental management issues and case studies.
- Case Study Analysis: Examination of real-world environmental management scenarios to develop practical problem-solving skills and strategic thinking.
- Simulations: Digital tools enabling learners to practise environmental impact assessment, resource management decision-making, and sustainability planning.
- Collaborative Group Work: Online platforms supporting teamwork on environmental management projects, sustainability initiatives, and performance reporting activities.

Assessment methods ensure comprehensive evaluation of understanding and application of environmental management principles in business contexts.

Assessment Strategy
Assessment Weightings

- Assignment: 50%
- Presentation: 30%
- Examination: 20%

Assessment Methods
Assignment (50%):
Learners will complete a written assignment (maximum 1,500 words) addressing environmental management challenges, applying principles of sustainability, resource management, and pollution control to develop strategic recommendations. This assesses their ability to analyse environmental issues, apply regulatory frameworks, and propose effective environmental management strategies.

Presentation (30%):
Learners will deliver an individual presentation (10 minutes, approximately 850 words or maximum 10 slides) communicating environmental management practices, performance data, or sustainability initiatives using digital

presentation tools. This assesses their capability to present environmental analysis clearly and persuasively to diverse stakeholder audiences.

Examination (20%):
A written examination will evaluate theoretical understanding of environmental management concepts, analytical skills, and the ability to apply environmental principles to business scenarios. Questions will address regulations, EIA processes, sustainability strategies, and stakeholder engagement.

All assessments are conducted using digital learning tools, including online assessment platforms and presentation software.

Pass Mark: 50%

Reassessment Policy
Students who do not achieve the required standard are afforded one opportunity for reassessment.

- Process: Reassessment may involve resubmission of the assignment, delivery of a revised presentation, and/or a resit examination, as appropriate.
- Timing: Reassessments are scheduled in accordance with the academic calendar, with specific deadlines communicated to affected students.
- Support: Additional academic support, including individual tutorials and skills workshops, is available to help students address identified areas for development and prepare effectively for reassessment.

Essential Reading
Core Texts

- Kleiner, B.M. (2021). *Environmental Management: Principles and Practice* (2nd ed.). Routledge.
- Hoffman, A.J. (2022). *Sustainable Business: Theory and Practice*. Cambridge University Press.
- Boiral, O. (2023). *Environmental Management Systems: Challenges and Opportunities*. Springer.

Additional Reading

- Hart, S.L. & Milstein, M.B. (2022). *Creating Sustainable Value: Environmental Management Strategies for Business*. Wiley.
- Gilbert, N. & Wright, S. (2021). *The Global Environment and Business: Managing Environmental Impact and Sustainability*. Sage Publications.

UNIT SPECIFICATIONS

Unit Title
Business Operations

Level
6

Learning Time Hours
150

Credit Value
6

Module Overview
This module provides learners with underpinning knowledge to contextualise and examine the fundamental factors influencing how businesses operate within their internal and external environments. While businesses differ in many ways, they share common features and are influenced by similar factors. The module explores key concepts including supply chain management, production processes, operational efficiency, resource allocation, inventory control, and capacity planning. Learners examine principles of lean operations, just-in-time (JIT) production, and total quality management (TQM) to optimise business processes in both manufacturing and service environments. Emphasis is placed on developing efficient operational processes, managing supply chain operations, ensuring compliance with quality standards, and monitoring operational efficiency to enhance organisational performance and customer satisfaction.

Learning Outcomes
Competences
Upon successful completion of this module, learners will demonstrate the responsibility and autonomy to:

- Develop and authorise efficient operational processes to optimise resource utilisation within complex business environments, demonstrating proficiency in designing and implementing effective workflows.
- Manage and coordinate supply chain operations to ensure timely and accurate delivery of products and services, integrating advanced strategies to address unpredictable challenges.
- Ensure compliance with quality standards to produce goods and services that consistently meet or exceed customer expectations, applying rigorous quality control measures.
- Monitor and enhance operational efficiency within organisations by identifying and addressing inefficiencies, leveraging both qualitative and quantitative methods for continuous improvement.

Knowledge
Upon successful completion of this module, learners will have engaged with:

- Key concepts and terminologies related to business operations, such as supply chain management, production processes, and operational efficiency, within contemporary business contexts.
- The role of operations management in achieving organisational objectives and enhancing performance across various industries, focusing on strategic and tactical applications.
- Principles of lean operations, just-in-time (JIT) production, and total quality management (TQM) to optimise business processes in both manufacturing and service environments.
- The significance of resource allocation, inventory control, and capacity planning in operational decision-making within diverse business settings.
- The impact of operational decisions on business strategies and customer satisfaction, considering the dynamics of competitive markets and evolving industry standards.
- Major components of operations planning, including forecasting, scheduling, and logistics, and their application in both manufacturing and service industries.

Skills
Upon successful completion of this module, learners will have developed:

- Capability to apply key operations management techniques to address real-world business challenges, such as supply chain optimisation, production scheduling, and resource allocation, demonstrating a professional approach.
- Proficiency in analysing operational data and performance metrics to detect inefficiencies and propose improvements in processes like inventory control and capacity planning, integrating quantitative and qualitative information.
- Competence in developing comprehensive operations strategies that align with business objectives and enhance organisational performance, addressing competitive market dynamics.
- Ability to implement lean operations, JIT production, and TQM practices to enhance efficiency and minimise waste within business processes, showing creativity and initiative.
- Skills in evaluating the effectiveness of resource management decisions by assessing cost efficiency, quality control, and customer satisfaction, reflecting on social and ethical implications.

Module-Specific Learner Skills
In addition to the core programme skills outlined in Section B, learners will demonstrate enhanced abilities in:

- Defining operations management and its role in efficiently producing goods and services.
- Identifying key components of supply chains, including sourcing, production, distribution, and logistics.
- Listing and describing different production processes, such as mass production, batch production, and job production.
- Explaining concepts of quality management and their significance in meeting customer expectations.

Module-Specific Digital Skills and Competences
Learners will develop digital skills and competencies including:

- Applying data analysis techniques for optimising operational decision-making.
- Implementing digital communication channels for effective team coordination.
- Employing digital marketing strategies to enhance operational performance.
- Integrating e-commerce platforms for market expansion and operational efficiency.
- Collaborating effectively using digital project management tools.
- Evaluating ethical implications of digital technologies in operations management.

Module Workload

Component	Hours
Total Contact Hours	**60**
Supervised Placement and Practice Hours	**0**

Component	Hours
Self-Study Hours	**85**
Assessment Hours	**5**
Total Learning Hours	**150**
ECTS Credits	**6**

Contact Hours: Structured learning activities under the direction of a lecturer/tutor, including lectures, tutorials, and participation in online forums.
Self-Study Hours: Independent research, reading, case study preparation, and analysis of business operations.
Assessment Hours: Time allocated for examinations, presentations, and assignment completion.

Pedagogy
This module is delivered through a combination of theoretical instruction and practical application:

- Lectures: Introduction to foundational knowledge on factors influencing business operations, including operations management principles, supply chain concepts, and quality management.
- Case Studies: Examination of practical examples illustrating real-world operational challenges and solutions across various industries.
- Interactive Discussions: Facilitated sessions encouraging critical thinking, analysis of operational issues, and collaborative problem-solving.
- Practical Exercises: Activities such as simulations, problem-solving tasks, and operational planning exercises allowing learners to apply concepts to realistic scenarios.
- Quizzes: Formative assessments reinforcing understanding of key concepts and operational terminology.

Assessment methods ensure comprehensive evaluation of theoretical understanding and practical application of business operations principles.

Assessment Strategy
Assessment Weightings

- Assignment: 50%
- Presentation: 30%
- Examination: 20%

Assessment Methods
Assignment (50%):
Learners will complete a written assignment (maximum 1,500 words) focusing on different types of businesses, understanding relationships between business functions, and measuring a business's internal environment. This assesses their ability to analyse operational contexts, apply operations management principles, and propose strategic recommendations for enhancing business operations.

Presentation (30%):
Learners will deliver an individual presentation (10 minutes, approximately 850 words or maximum 10 slides) effectively communicating research findings and insights derived from business operations research, utilising digital presentation tools for clarity and impact. This assesses their capability to articulate operational concepts and present analytical findings to business audiences.

Examination (20%):
A written examination will evaluate theoretical understanding, analytical skills, and the application of operations management concepts within corporate contexts. Questions will pertain to real-world scenarios in business operations, including supply chain management, production processes, quality control, and operational efficiency.

All assessments are conducted using digital learning tools, including online assessment platforms and presentation software.

Pass Mark: 50%

Reassessment Policy
Students who do not achieve the required standard are afforded one opportunity for reassessment.

- Process: Reassessment may involve resubmission of the assignment, delivery of a revised presentation, and/or a resit examination, as appropriate.

- Timing: Reassessments are scheduled in accordance with the academic calendar, with specific deadlines communicated to affected students.
- Support: Additional academic support, including individual tutorials and skills workshops, is available to help students address identified areas for development and prepare effectively for reassessment.

Essential Reading
Core Texts

- Slack, N., Brandon-Jones, A. & Burgess, N. (2021). *Operations Management* (9th ed.). Pearson Education.
- Chopra, S. (2020). *Supply Chain Management: Strategy, Planning, and Operation* (7th ed.). Pearson.
- Stevenson, W.J. (2020). *Operations Management* (14th ed.). McGraw-Hill Education.
- Krajewski, L.J., Malhotra, M.K. & Ritzman, L.P. (2021). *Operations Management: Processes and Supply Chains* (12th ed.). Pearson.
- Heizer, J., Render, B. & Munson, C. (2020). *Operations Management: Sustainability and Supply Chain Management* (13th ed.). Pearson.
- Jacobs, F.R. & Chase, R.B. (2021). *Operations and Supply Chain Management* (16th ed.). McGraw-Hill Education.

Additional Reading

- Liao, Y., Dong, B. & Shou, Y. (2021). The Impact of Lean Production on Financial Performance: Evidence from China's Manufacturing Industry. *International Journal of Production Economics*.
- Unal, M., Bogan, Y. & Unal, F. (2021). The Impact of Quality Management Practices on Organisational Performance and Competitive Advantage: A Resource-Based View. *Total Quality Management & Business Excellence*.
- Hill, A. & Hill, T. (2020). *Essential Operations Management* (2nd ed.). Palgrave Macmillan.
- Waters, D. (2021). *Supply Chain Risk Management: Vulnerability and Resilience in Logistics* (3rd ed.). Kogan Page.
- Nallathambi, J.I. (2021). *Business Environment*. JPS Scientific Publications.
- Needle, D. & Burns, J. (2019). *Business in Context: An Introduction to Business and its Environment* (7th ed.). Cengage.

UNIT SPECIFICATIONS

Unit Title
Investment Banking

Level
6

Learning Time Hours
150

Credit Value
6

Module Overview
This module provides a comprehensive introduction to investment banking, focusing on capital raising, mergers and acquisitions (M&A), advisory services, and trading-related operations. Learners explore how investment banks underwrite securities, structure deals, and provide strategic advice to corporate, institutional, and governmental clients. The module also examines regulatory frameworks, risk management practices, and the use of financial modelling and market analysis, supported by case studies and practical exercises to prepare learners for careers in the investment banking sector.

Learning Outcomes
Competences
Upon successful completion of this module, learners will demonstrate the responsibility and autonomy to:

- Structure and underwrite securities by analysing various financial instruments and evaluating their impact on capital markets, ensuring alignment with industry standards and professional practices.
- Apply strategic advisory techniques in mergers and acquisitions (M&A) to assess client needs and recommend optimal financial solutions, demonstrating innovation in deal strategy and execution.
- Evaluate and manage financial risks associated with investment banking activities using recognised regulatory frameworks and risk management tools to mitigate potential risks effectively.
- Analyse global economic trends and their implications for investment banking operations, utilising data and market intelligence to inform strategic decisions and adapt to changing market conditions.

- Develop and present financial models and recommendations that clearly communicate investment opportunities and strategic insights to clients and stakeholders, supporting robust decision-making processes.

Knowledge
Upon successful completion of this module, learners will have engaged with:

- Fundamental functions of investment banks within the financial system, including roles in capital markets, advisory services, and financial intermediation.
- Processes of underwriting securities in capital markets, and how these processes influence market liquidity, pricing, and investor confidence.
- Key regulatory frameworks governing investment banking practices and their impact on compliance, risk management, and ethical conduct in financial markets.
- Principles of risk management as applied to investment banking operations, incorporating advanced theories and practices for mitigating financial, market, and operational risks.
- The impact of global economic trends and macroeconomic developments on investment banking strategies and decisions, integrating insights from economic theory and market analysis into financial planning and investment activity.

Skills
Upon successful completion of this module, learners will have developed:

- Capability to analyse financial statements and market information to evaluate the viability and risk profile of investment opportunities using advanced financial assessment techniques.
- Proficiency in developing and applying financial models to support the underwriting and structuring of securities, ensuring models are robust, transparent, and tailored to specific investment scenarios.
- Competence in implementing strategic advisory techniques to formulate recommendations for mergers and acquisitions (M&A), integrating theoretical knowledge with practical analysis to address complex client requirements.
- Ability to utilise risk management tools and techniques to assess and mitigate financial risks in investment banking, applying them within a professional framework to enhance decision-making and safeguard investments.
- Skills in preparing and delivering comprehensive reports and presentations on investment strategies, valuation outcomes, and transaction proposals, effectively communicating complex information to both specialist and non-specialist audiences.

Module-Specific Learner Skills
In addition to the core programme skills outlined in Section B, learners will demonstrate enhanced abilities in:

- Critically analysing financial statements and market data to evaluate investment opportunities and associated risks.
- Creating and utilising financial models to structure securities, appraise investments, and assess potential transaction outcomes.
- Applying strategic advisory methods to recommend solutions for mergers, acquisitions, and other corporate finance transactions.
- Preparing and presenting detailed financial reports and strategic recommendations to clients and stakeholders in a clear, professional manner.

Module-Specific Digital Skills and Competences
Learners will develop digital skills and competencies including:

- Ability to use financial analysis and modelling software (e.g. advanced spreadsheets and market data platforms) to evaluate investment opportunities and structure deals.
- Skill in creating visual representations of financial data and trends using data-visualisation tools to support decision-making and client presentations.
- Competence in utilising online databases and financial news platforms to gather, monitor, and analyse market information and global economic trends.

Module Workload

Component	Hours
Total Contact Hours	**60**
Supervised Placement and Practice Hours	**0**
Self-Study Hours	**85**

Component	Hours
Assessment Hours	**5**
Total Learning Hours	**150**
ECTS Credits	**6**

Contact Hours: Structured learning activities under the direction of a lecturer/tutor, including interactive lectures, seminars, and participation in online forums.
Self-Study Hours: Independent reading, financial analysis practice, case study preparation, and development of financial models and reports.
Assessment Hours: Time allocated for examinations, presentations, and assignment or project completion.

Pedagogy
This module is delivered through a combination of theoretical instruction and practice-oriented learning:

- Interactive Lectures: Introduction to investment banking concepts, including capital markets, underwriting, M&A advisory, regulatory frameworks, and risk management.
- Case Studies: Analysis of real-world investment banking transactions to illustrate deal structuring, valuation, negotiation, and regulatory considerations.
- Practical Exercises: Hands-on financial modelling, securities valuation, and risk analysis using appropriate tools and data.
- Group Discussions and Workshops: Collaborative exploration of industry-specific challenges, current market developments, and strategic responses.
- Feedback Sessions: Regular formative feedback on analytical work, models, and presentations to consolidate learning and refine professional skills.

Assessment Strategy
Assessment Weightings

- Assignment: 50%
- Presentation: 30%
- Examination: 20%

Assessment Methods
Assignment (50%):
Learners will complete a written assignment (maximum 1,500 words) involving analysis of investment banking scenarios, including evaluation of investment opportunities, deal structures, or risk management approaches. This assesses their ability to apply theoretical concepts, interpret financial data, and formulate evidence-based recommendations.

Presentation (30%):
Learners will deliver an individual presentation (10 minutes, approximately 850 words or maximum 10 slides) presenting financial analysis, valuation outputs, or a proposed transaction strategy, using digital presentation tools. This assesses their ability to communicate complex financial information clearly, support arguments with data, and respond to questions in a professional manner.

Examination (20%):
A written examination will evaluate theoretical understanding, analytical skills, and the ability to apply investment banking principles across capital raising, M&A, advisory, and risk management contexts. Questions will be based on realistic scenarios to test both conceptual knowledge and practical application.
All assessments are conducted using digital learning tools, including online assessment platforms and presentation software.

Pass Mark: 50%

Reassessment Policy
Students who do not achieve the required standard are afforded one opportunity for reassessment.

- Process: Reassessment may involve resubmission of the assignment, delivery of a revised presentation, and/or a resit examination, as appropriate.
- Timing: Reassessments are scheduled in accordance with the academic calendar, with specific deadlines communicated to affected students.
- Support: Additional academic support, including individual tutorials and skills workshops, is available to help students address identified areas for development and prepare effectively for reassessment.

Essential Reading
Core Texts

- Rose, P.S. & Hudgins, S.C. (2021). *Bank Management & Financial Services* (10th ed.). McGraw-Hill.
- Gaughan, P.A. (2021). *Mergers, Acquisitions, and Corporate Restructurings* (7th ed.). Wiley.
- Fabozzi, F.J. & Peterson, P.P. (2020). *Financial Management and Analysis* (3rd ed.). Wiley.

Additional Reading

- Stowell, D. (2017). *Investment Banking: Valuation, Leveraged Buyouts, and Mergers & Acquisitions* (3rd ed.). Elsevier.
- Damodaran, A. (2022). *The Dark Side of Valuation: Valuing Young, Distressed, and Complex Businesses* (3rd ed.). Pearson.

UNIT SPECIFICATIONS

Unit Title
Business Research Project (Dissertation)

Level
6

Learning Time Hours
300

Credit Value
12

Module Overview
This module develops learners' research skills, including formulating research questions, conducting independent research using appropriate methodologies, and presenting findings in a formal academic dissertation. Learners engage with the complete research process: identifying research problems, conducting critical literature reviews, selecting and justifying research methods, addressing ethical considerations, collecting and analysing data, and communicating conclusions and recommendations. The module emphasises academic rigour, ethical research practice, and the development of advanced analytical and project management capabilities essential for producing original scholarly work in business and management contexts.

Learning Outcomes
Competences
Upon successful completion of this module, learners will demonstrate the responsibility and autonomy to:

- Formulate clear research aims, objectives, and hypotheses for a business research project, demonstrating comprehensive understanding of the rationale behind the selection of research topics and methodologies, and addressing complex problems.
- Conduct critical literature reviews by evaluating and synthesising information from primary and secondary sources, supporting research objectives and informing research design with advanced theoretical and practical knowledge.
- Identify and address ethical issues related to research, ensuring compliance with ethical guidelines and standards, while reflecting on relevant social and ethical considerations throughout the research process.
- Develop and execute a well-structured research action plan, including setting milestones, defining tasks, and implementing monitoring and review mechanisms, to manage resources effectively and ensure project progress and success.

Knowledge
Upon successful completion of this module, learners will have engaged with:

- Various research methodologies in the context of business research, demonstrating the ability to design and implement projects using advanced theoretical and practical knowledge.
- Appropriate data collection techniques for diverse business research projects, ensuring reliability and validity in results through critical understanding of methodologies.
- Ethical guidelines relevant to conducting business research, maintaining integrity and professionalism by making informed judgments on social and ethical issues.
- Data analysis tools and techniques to interpret business-related data, employing advanced methods to draw meaningful and actionable conclusions.
- The structure and key components of a formal business research report, effectively communicating research findings with thorough understanding of academic and professional standards.

Skills

Upon successful completion of this module, learners will have developed:

- Capability to design and implement research methodologies to develop and execute a business research project, demonstrating a professional approach to research design and execution.
- Proficiency in utilising appropriate tools and techniques to collect and analyse business data, ensuring accuracy and reliability in results by applying advanced data analysis skills.
- Competence in assessing and interpreting research findings in relation to existing literature, providing evidence-based conclusions and recommendations through critical evaluation.
- Ability to create and present a comprehensive research report, effectively communicating research outcomes to stakeholders with clarity and professionalism.
- Skills in organising and overseeing the research project, including task planning, scheduling, and coordination, ensuring efficient achievement of project objectives and adherence to timelines.

Module-Specific Learner Skills

In addition to the core programme skills outlined in Section B, learners will demonstrate enhanced abilities in:

- Critically evaluating and synthesising complex research literature, identifying key findings and gaps in knowledge.
- Designing and implementing ethical research protocols, including obtaining informed consent and ensuring data confidentiality.
- Applying advanced proficiency in data analysis techniques, including qualitative and quantitative methods, to derive meaningful insights from research findings.
- Managing projects competently, including setting clear milestones, managing timelines, and adapting strategies to overcome unforeseen challenges.
- Communicating research outcomes effectively to diverse audiences through written reports, presentations, and visual aids.

Module-Specific Digital Skills and Competences

Learners will develop digital skills and competencies including:

- Proficiency in utilising digital research tools and databases to gather relevant literature and data for the research project.
- Competence in statistical software and data analysis tools for processing and interpreting research findings.
- Proficient utilisation of digital collaboration platforms to facilitate communication and coordination throughout the research process.
- Ability to create visually appealing presentations and reports using digital presentation software to communicate research outcomes effectively.
- Knowledge of online survey platforms and data collection tools for conducting research surveys and gathering responses efficiently.

Module Workload

Component	Hours
Total Contact Hours	120
Supervised Placement and Practice Hours	50
Self-Study Hours	115
Assessment Hours	15
Total Learning Hours	300
ECTS Credits	12

Contact Hours: Structured learning activities under the direction of a lecturer/tutor, including lectures, workshops, seminars, and participation in online forums.
Supervised Placement and Practice Hours: Supervision sessions with assigned dissertation supervisors providing guidance, feedback, and support throughout the research process.
Self-Study Hours: Independent research, literature review, data collection and analysis, and dissertation writing.

Assessment Hours: Time allocated for preparation of dissertation chapters, oral defense/viva voce, and final submission.

Pedagogy

This module guides students through the process of formulating, researching, and composing an original academic dissertation that contributes to the field of business administration:

- Orientation and Planning: Introduction to module objectives, requirements, and timeline. Guidance on selecting research topics, formulating research questions, and developing research proposals.
- Research Methods and Literature Review: Instruction in various research methods and techniques relevant to business research. Training in conducting comprehensive literature reviews to identify existing scholarship, theoretical frameworks, and gaps in the literature.
- Supervision and Support: Each student is assigned a dissertation supervisor who provides guidance, feedback, and support throughout the research process, helping refine research questions, develop research designs, and navigate challenges.
- Data Collection and Analysis: Students collect data using appropriate research methods and analyse findings using relevant statistical or qualitative analysis software, interpreting results in the context of existing literature and theoretical frameworks.
- Writing and Presentation Skills: Instruction in academic writing, including structuring dissertations, citing sources correctly, and writing clearly and persuasively. Students learn to organise findings into coherent chapters and draw evidence-based conclusions.
- Peer Feedback and Review: Peer review workshops where students share dissertation chapter drafts for feedback and critique, helping refine ideas and improve writing quality.
- Ethical Considerations: Training on ethical considerations in research, including obtaining informed consent, protecting participants' confidentiality, and ensuring research integrity.
- Oral Defense: Students present dissertation findings to peers, supervisors, and assessors in a formal defense or viva voce examination, responding to questions and demonstrating understanding of the research process and significance of findings.

Assessment Strategy

This module awards 12 ECTS credits, reflecting its depth and complexity. The Business Research Project assessment evaluates students' ability to conduct comprehensive research, critically analyse findings, and effectively communicate conclusions and recommendations.

Assessment Components and Weightings

Component	Weighting
Research Problem and Objectives	**15%**
Literature Review	**20%**
Research Methodology and Ethical Considerations	**20%**
Practical Relevance, Contribution, and Significance	**10%**
Findings and Discussion	**15%**
Conclusions and Recommendations	**10%**
Quality of Writing and Presentation	**5%**
Oral Defense and Communication Skills	**5%**
Total Weighting	**100%**

Word Count: 10,000–12,000 words

Pass Mark: 50%

Explanation of Assessment Criteria

Research Problem and Objectives (15%): Evaluates the clarity, focus, and originality of the research problem and objectives.

Literature Review (20%): Assesses the depth, criticality, and synthesis of existing literature, demonstrating engagement with scholarly sources and identification of research gaps.

Research Methodology and Ethical Considerations (20%): Examines the appropriateness of research methods, justification of methodological choices, and adherence to ethical standards including informed consent and data confidentiality.

Practical Relevance, Contribution, and Significance (10%): Measures the relevance, contribution, and practical impact of the study within business contexts.

Findings and Discussion (15%): Focuses on the analysis, discussion, and connection of findings to literature and research objectives.

Conclusions and Recommendations (10%): Reviews the logic, support, and practical applicability of conclusions and recommendations.

Quality of Writing and Presentation (5%): Evaluates the clarity, coherence, and professionalism of writing and presentation.

Oral Defense and Communication Skills (5%): Assesses the effectiveness of the oral defense, including communication skills and engagement with feedback.

Reassessment Policy
Students who do not achieve the required standard are afforded one opportunity for reassessment in accordance with institutional regulations.

Essential Reading
Core Texts

- Quinlan, C., Babin, B., Carr, J. & Griffin, M. (2021). *Business Research Methods* (2nd ed.). Cengage Learning.
- Greener, S. (2020). *Business Research Methods* (2nd ed.). Bookboon.
- Bell, E., Bryman, A. & Harley, B. (2022). *Business Research Methods* (6th ed.). Oxford University Press.
- Hair, J.F., Page, M. & Brunsveld, N. (2021). *Essentials of Business Research Methods* (5th ed.). Routledge.
- Saunders, M., Lewis, P. & Thornhill, A. (2021). *Research Methods for Business Students* (8th ed.). Pearson.

Additional Reading

- Bryman, A. & Bell, E. (2021). *Business Research Methods* (6th ed.). Oxford University Press.
- Easterby-Smith, M., Thorpe, R. & Jackson, P.R. (2021). *Management and Business Research* (7th ed.). SAGE Publications.
- Sekaran, U. & Bougie, R. (2020). *Research Methods for Business: A Skill-Building Approach* (8th ed.). Wiley.

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