CURRICULUM DOCUMENT

QUALIFICATION:

BACHELOR OF BUSINESS ADMINISTRATION (Level 6, 180 ECTS)

EXIT QUALIFICATION:

Undergraduate Certificate in Business Administration (Level 6, 30 ECTS)

Undergraduate Diploma in Business Administration (Level 6, 60 ECTS)

Undergraduate Higher Diploma in Business Administration (Level 6, 90 ECTS)

EAI/2024/241005

Approved by the Malta Further and Higher Education Authority (MFHEA)

Approved by the Senate on February 13, 2025

Euro American Institute

AGORA BUSINESS CENTRE LEVEL 2
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PROGRAMME SPECIFICS

Title Of The Qualification / Award

Bachelor of Business Administration (BBA)

MQF Level

MQF Level 6, 180 ECTS

Programme Duration

Full- Time: 3 Years

Part time: --- Years

Total Learning Hours

4500 Hours

Language/S Of Instruction of Programmes

English

Exit Awards/Qualifications

The Bachelor of Business Administration (BBA) program at the European American Institute offers structured exit awards to acknowledge students' achievements at different stages. These exit awards provide formal qualifications that allow students to leverage their completed coursework, even if they do not finish the entire degree.

- ***Undergraduate Certificate in Business Administration (Level 6, 30 ECTS)***
  The Undergraduate Certificate in Business Administration is awarded to students who complete 30 ECTS credits in core business administration modules. This qualification equips students with foundational business knowledge and skills, allowing them to develop an essential understanding of key business concepts.

- ***Undergraduate Diploma in Business Administration (Level 6, 60 ECTS)***

  The Undergraduate Diploma in Business Administration is awarded to students who complete 60 ECTS credits, expanding on the foundational knowledge covered in the Undergraduate Certificate. This qualification allows students to gain a more comprehensive understanding of key areas in business administration and prepares them for more advanced roles.

- ***Undergraduate Higher Diploma in Business Administration (Level 6, 90 ECTS)***

  The Undergraduate Higher Diploma in Business Administration is awarded to students who complete 90 ECTS credits, further building on the knowledge and skills acquired in the earlier stages. This qualification covers a broader range of business topics and provides an in-depth understanding of core business functions, preparing students for higher-level roles.

PROGRAMME STRUCTURE

Module/Unit Title	*Compulsory(C) or Elective(E)*	*ECTS*	*EQF / MQF Level of each module*	*Mode of Teaching*	*Mode of Assessment*
Leadership and People Management	*Compulsory (C)*	*6*	*MQF 5*	*Lectures, case studies, asynchronous forums and VLE*	*Assignment: 50% Presentation:30% Examination 20%*
Essentials of IT	*Compulsory (C)*	*6*	*MQF 5*	*Lectures, case studies, asynchronous forums and VLE*	*Assignment: 50% Presentation:30% Examination 20%*
Communication in Business	*Compulsory (C)*	*6*	*MQF 5*	*Lectures, case studies, asynchronous forums and VLE*	*Assignment: 40% Presentation:30% Case Study Analysis:30%*
Finance and Accounting	*Compulsory (C)*	*6*	*MQF 5*	*Lectures, case studies, asynchronous forums and VLE*	*Assignment: 50% Presentation:30% Examination 20%*
Organisational Behaviour and Performance	*Compulsory (C)*	*6*	*MQF 5*	*Lectures, case studies, asynchronous forums and VLE*	*Assignment: 50% Presentation:30% Examination 20%*
Leading and Managing Teams	*Compulsory (C)*	*6*	*MQF 5*	*Lectures, case studies, asynchronous forums and VLE*	*Individual Reflective Report: 30% Presentation:30% Group Project Report:40%*
Marketing for Managers	*Compulsory (C)*	*6*	*MQF 5*	*Lectures, case studies, asynchronous forums and VLE*	*Assignment: 50% Presentation:30% Examination 20%*
Principles and Concepts of Strategy	*Compulsory (C)*	*6*	*MQF 5*	*Lectures, case studies, asynchronous forums and VLE*	*Assignment: 50% Presentation:30% Examination 20%*
Supply Chain Management	*Compulsory (C)*	*6*	*MQF 5*	*Lectures, case studies, asynchronous forums and VLE*	*Assignment: 50% Presentation:30% Examination 20%*
Macroeconomics	*Compulsory (C)*	*6*	*MQF 5*	*Lectures, case studies, asynchronous forums and VLE*	*Assignment: 50% Presentation:30% Examination 20%*

Operating in a Global Context	*Compulsory (C)*	*6*	*MQF 5*	*Lectures, case studies, asynchronous forums and VLE*	*Assignment: 50% Presentation:30% Examination 20%*
Business Law for Managers	*Compulsory (C)*	*6*	*MQF 5*	*Lectures, case studies, asynchronous forums and VLE*	*Assignment: 50% Presentation:30% Examination 20%*
Management Accounting and Decision Making	*Compulsory (C)*	*6*	*MQF 5*	*Lectures, case studies, asynchronous forums and VLE*	*Assignment: 50% Presentation:30% Examination 20%*
Business Start-up; Conception to Market	*Compulsory (C)*	*6*	*MQF 5*	*Lectures, case studies, asynchronous forums and VLE*	*Presentation:30% Case Study Analysis:30% Startup Ideation (Group Project) 40%*
Digital Strategy of Business	*Compulsory (C)*	*6*	*MQF 5*	*Lectures, case studies, asynchronous forums and VLE*	*Assignment: 50% Presentation:30% Examination 20%*
Academic Writing and Research Skills	*Compulsory (C)*	*6*	*MQF 5*	*Lectures, case studies, asynchronous forums and VLE*	*Critical Analysis Report: 30% Academic Essays :30% Presentation:40%*
Operations Management	*Compulsory (C)*	*6*	*MQF 5*	*Lectures, case studies, asynchronous forums and VLE*	*Assignment: 50% Presentation:30% Examination 20%*
Cost Accounting	*Compulsory (C)*	*6*	*MQF 5*	*Lectures, case studies, asynchronous forums and VLE*	*Assignment: 50% Presentation:30% Examination 20%*
Sustainable Business Practices	*Compulsory (C)*	*6*	*MQF 5*	*Lectures, case studies, asynchronous forums and VLE*	*Assignment: 50% Presentation:30% Examination 20%*
Management Accounting	*Compulsory (C)*	*6*	*MQF 5*	*Lectures, case studies, asynchronous forums and VLE*	*Assignment: 50% Presentation:30% Examination 20%*
Strategic Human Resource Management	*Compulsory (C)*	*6*	*MQF 6*	*Lectures, case studies, asynchronous forums and VLE*	*Critical Analysis Report :30% Strategic HRM Plan Presentation:40% Reflective Essay on HRM Leadership: 30%*

Entrepreneurship development	*Compulsory (C)*	*6*	*MQF 6*	*Lectures, case studies, asynchronous forums and VLE*	*Presentation:30% Case Study Analysis:30% Marketing Development Plan (Group Project) :40%*
Corporate and business law	*Compulsory (C)*	*6*	*MQF 6*	*Lectures, case studies, asynchronous forums and VLE*	*Presentation:30% Case Study Analysis:30% Group Project: 40%*
Customer relationship management	*Compulsory (C)*	*6*	*MQF 6*	*Lectures, case studies, asynchronous forums and VLE*	*Assignment: 50% Presentation:30% Examination 20%*
Quantitative Methods in a Business Context	*Compulsory (C)*	*6*	*MQF 6*	*Lectures, case studies, asynchronous forums and VLE*	*Assignment: 50% Presentation:30% Examination 20%*
Environmental Management	*Compulsory (C)*	*6*	*MQF 6*	*Lectures, case studies, asynchronous forums and VLE*	*Assignment: 50% Presentation:30% Examination 20%*
Business Operation	*Compulsory (C)*	*6*	*MQF 6*	*Lectures, case studies, asynchronous forums and VLE*	*Assignment: 50% Presentation:30% Examination 20%*
Investment Banking	*Compulsory (C)*	*6*	*MQF 6*	*Lectures, case studies, asynchronous forums and VLE*	*Assignment: 50% Presentation:30% Examination 20%*
Business Research Project	*Compulsory (C)*	*12*	*MQF 6*	*Lectures, case studies, asynchronous forums and VLE*	*Dissertation (100%)*

Modules Covered								
Module Ref. No.	Module Title	Level	ECTS	TCH	SPPH	SSH	AH	TLH
SEM 1								
BBA601	Leadership and People Management	5	6	60	0	85	5	150
BBA602	Essentials of IT	5	6	60	0	85	5	150
BBA603	Communication in Business	5	6	60	0	85	5	150
BBA604	Finance and Accounting	5	6	60	0	85	5	150
BBA605	Organizational Behaviour and performance	5	6	60	0	85	5	150
SEM 1: TOTAL			30	300	0	425	25	750
SEM 2								
BBA606	Leading and Managing Teams	5	6	60	0	85	5	150
BBA607	Marketing for Managers	5	6	60	0	85	5	150
BBA608	Principles and Concepts of Strategy	5	6	60	0	85	5	150
BBA609	Supply Chain Management	5	6	60	0	85	5	150
BBA610	Macroeconomics	5	6	60	0	85	5	150
SEM 2: TOTAL			30	300	0	425	25	750
SEM 3								
BBA611	Operating in a Global Context	5	6	60	0	85	5	150
BBA612	Business Law for Managers	5	6	60	0	85	5	150
BBA613	Management Accounting and Decision Making	5	6	60	0	85	5	150
BBA614	Business Start-up; Conception to Market	5	6	60	0	85	5	150
BBA615	Digital Strategy of Business	5	6	60	0	85	5	150
SEM 3: TOTAL			30	300	0	425	25	750
SEM 4								
BBA616	Academic Writing and Research Skills	5	6	60	0	85	5	150
BBA617	Operations Management	5	6	60	0	85	5	150
BBA618	Cost Accounting	5	6	60	0	85	5	150
BBA619	Sustainable Business Practices	5	6	60	0	85	5	150
BBA620	Management Accounting	5	6	60	0	85	5	150
SEM 4: TOTAL			30	300	0	425	25	750
YEAR 2 - TOTAL			60	600	0	850	50	1500

SEM 5								
BBA621	Strategic Human Resource Management	6	6	60	0	85	5	150
BBA622	Entrepreneurship development	6	6	60	0	85	5	150
BBA623	Corporate and business law	6	6	60	0	85	5	150
BBA624	Customer relationship management	6	6	60	0	85	5	150
BBA625	Quantitative Methods in a Business Context	6	6	60	0	85	5	150
SEM 5 -TOTAL			30	300	0	425	25	750
SEM 6								
BBA626	Environmental Management	6	6	60	0	85	5	150
BBA627	Business Operation	6	6	60	0	85	5	150
BBA628	Investment Banking	6	6	60	0	85	5	150
BBA629	Business Research Project	6	12	120	50	115	15	300
SEM 6 -TOTAL			30	300	50	370	30	750
YEAR 3 - Total			60	600	50	795	55	1500
BBA Programme TOTAL			180	1800	50	2495	155	4500

TCH	Total Contact Hours. Contact Hours are hours invested In learning new content under the Direction of a tutor/lecturer (e.g. lectures participation in online forums, video-lectures)
SPPH	Supervised Placement and Practice Hours. (During these hours the learner is supervised, coached or mentored) . supervision hours are structured to provide effective virtual support for students. Initially, students engage in weekly online consultations with their supervisors via video conferencing platforms, where they clarify research objectives and set milestones. Bi-weekly virtual progress review meetings are scheduled to assess ongoing work and address any issues that arise. Monthly feedback and guidance sessions are conducted through online platforms where supervisors provide detailed feedback on drafts and research methodologies. Additionally, bi-annual online workshops and training sessions are organized to enhance research skills and academic writing. As the final submission approaches, students participate in virtual final review sessions and presentation preparations to ensure they meet all requirements and are well-prepared for their assessments. This approach ensures that students receive continuous and effective support throughout their research project, even in an online environment.
SSH	Self-Study Hours. (Estimated workload of research and study)
AH	Assessment Hours (Examinations/ presentations/ group work/ projects etc.)
TLH	Total Learning Hours

OVERALL PROGRAMME DESCRIPTION

The Euro American Institute presents a meticulously crafted three-year Bachelor of Business Administration (BBA) programme, designed to equip students with the essential tools, analytical skills, and knowledge required for excellence in the business world.

Programme Overview:

The Bachelor of Business Administration (BBA) programme delivers a broad-based curriculum that covers essential aspects of business management. The program integrates core business disciplines with practical applications, ensuring students gain a comprehensive understanding of general business principles and practices

Distinctive Features:

- ***Integrated Curriculum:*** *The programme combines core business concepts such as management, marketing, finance, and operations with specialized modules tailored to contemporary business needs. This integration helps students develop a deep understanding of the business environment and its challenges.*

- ***Practical Learning:*** *Emphasis is placed on critical thinking, collaborative problem-solving, and the application of theoretical knowledge to real-world scenarios. Students engage in hands-on projects, case studies, and simulations to enhance their practical skills and readiness for the workforce.*

- ***Career Preparation:*** *Graduates are equipped with the competencies required for success across diverse career paths in various industries. The programme prepares students not only for entry-level positions but also for potential leadership roles and further studies in business-related fields.*

- ***Holistic Development:*** *Beyond academic knowledge, the programme focuses on developing soft skills such as communication, teamwork, and leadership. These skills are crucial for navigating the complexities of modern business environments*

Programme Objectives:

By the end of the programme, students will:

- *Have a comprehensive understanding of core business functions and their interrelationships.*

- *Be adept at analysing and addressing real-world business problems through practical solutions.*

- *Be prepared to pursue diverse career opportunities or advanced studies in business, equipped with a strong foundation and relevant skills.*

The Bachelor of Business Administration (BBA) programme at the Euro American Institute is committed to preparing graduates for a successful career in the ever-evolving business landscape, with a focus on practical experience, critical thinking, and strategic problem-solving.

Learning Outcomes for knowledge obtained at the end of the programme

Upon successful completion of the Bachelor of Business Administration (BBA) program, students will:

- *Integrate advanced business concepts in management, marketing, finance, and operations to demonstrate a comprehensive understanding of their theoretical and practical applications.*
- *Critically assess key business theories in various business contexts to evaluate their impact on contemporary practices and innovations.*
- *Synthesise and apply theoretical and practical knowledge to develop evidence-based solutions for complex business challenges.*
- *Analyse business scenarios critically and propose well-structured solutions based on relevant business theories and principles.*
- *Formulate and implement strategic business plans by applying advanced business models and considering internal and external business environments.*
- *Design and align strategic business strategies with organisational goals by integrating theoretical concepts and practical applications.*
- *Synthesise information from diverse business areas to assess and enhance organisational performance using theoretical and practical knowledge.*
- *Integrate knowledge from different business functions to formulate comprehensive solutions that improve organisational effectiveness and efficiency.*
- *Critically reflect on business decisions and justify strategies based on business theories to analyse their impact on organisational outcomes*
- *Develop strategic acumen to drive long-term sustainable growth, aligning corporate strategies with organisational goals while responding effectively to evolving industry landscapes and global trends.*
- *Evaluate and proactively manage business risks, applying advanced risk management techniques to safeguard organisational objectives, assets, and long-term sustainability in uncertain business environments.*

- *Apply advanced leadership theories and practices to real-world business challenges, employing diverse leadership styles to inspire, motivate, and manage teams effectively within complex, multicultural, and fast-changing organisational contexts.*

- *Analyze and interpret complex financial data with strategic insight, using advanced financial tools to inform decision-making, enhance organisational resilience, and support long-term business success.*

- *Apply rigorous research methodologies to generate actionable business insights, developing research frameworks tailored to specific organisational challenges and contributing original solutions to complex business problems.*

- *Critically evaluate contemporary business theories and thought leadership, integrating interdisciplinary perspectives to foster a deep understanding of current trends, innovations, and challenges in the global business landscape.*

Learning Outcomes for Skills obtained at the end of the programme

Upon successful completion of the Bachelor of Business Administration (BBA) program, graduates will:

- *Develop and apply solutions to complex business problems by gathering and analysing data, identifying key issues, and using appropriate problem-solving techniques.*

- *Communicate business ideas, problems, and solutions clearly and effectively, both verbally and in writing, to specialist and non-specialist audiences, using qualitative and quantitative information.*

- *Demonstrate leadership and foster collaboration by coordinating teams, setting goals, and motivating team members to improve performance.*

- *Analyse business data to interpret findings and make informed decisions and recommendations that enhance organisational success.*

- *Apply financial principles and tools to manage budgets, assess financial performance, and make evidence-based financial decisions.*

- *Formulate and execute strategic business plans by assessing business environments, identifying opportunities, and developing actionable strategies.*

- *Utilise digital tools and technologies, including data analysis software and business management systems, to enhance productivity and support decision-making processes.*

- *Conduct research by gathering, analysing, and synthesising information from multiple sources to produce evidence-based reports and presentations.*

- *Adapt to dynamic business environments by applying creativity and innovation to propose new approaches and solutions to business challenges.*

General Pedagogical methods used for this programme

This module will be taught through a combination of engaging lectures, interactive discussions, practical exercises, case studies, and collaborative projects. This multifaceted approach aims to provide students with a comprehensive understanding of fundamental business concepts and their real-world applications.

1. ***Lectures and Discussions:*** *Lectures will serve as the foundation for introducing key business principles, theories, and concepts. In these sessions, instructors will provide clear explanations and insights, supported by visual aids and examples. Interactive discussions will encourage students to ask questions, clarify doubts, and explore various perspectives on the topics.*

2. ***Practical Exercises and Case Studies:*** *To apply theoretical knowledge, practical exercises will be conducted, allowing students to actively engage with business scenarios. Case studies drawn from diverse industries will challenge students to analyse real-world business situations, encouraging critical thinking and problem-solving skills.*

3. ***Collaborative Projects:*** *Students will participate in collaborative projects that mimic real business scenarios. Working in teams, they will apply their learning to solve complex problems, create business plans, and develop strategic recommendations. These projects will foster teamwork, communication skills, and the ability to work effectively in a professional setting.*

4. ***Online Resources and Platforms:*** *Supplementing in-person sessions, online resources, including readings, videos, and interactive platforms, will be made available.*

DETAILED CURRICULUM

BBA601

Leadership and People Management

Module Description

The aim of this module is to enable learners to understand theories of leadership and management and how to use leadership and management skills to improve motivation and performance. Learners will also analyse team dynamics and its importance in achieving organisational goals

Learning Outcomes

Competences:

At the end of the Module the learner will have acquired 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 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:

At the end of the Module the learner will have been exposed to the following:

- *Analyse key motivation theories, such as 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 evaluate their implications for organisational behaviour and performance.*
- *Explain techniques for monitoring and assessing employee performance, including probationary assessments, performance appraisals, feedback mechanisms, and the use of SMART targets for effective performance evaluation.*
- *Identify the principles and practices of reward management, including job evaluation methods, determinants of pay, reward systems, performance-related pay, and employee benefits, in the context of organisational strategy.*
- *Evaluate the impact of various leadership styles on motivation and performance, and how they can be applied to effectively manage and lead teams.*

- *Integrate motivational theories into leadership practices to enhance employee engagement and organisational outcomes.*
- *Recognize best practices in designing and implementing reward systems that align with organisational goals and support employee motivation and performance.*

Skills:

At the end of the Module the learner will have acquired the following skills:

- *Apply motivation theories to design and implement strategies that enhance employee engagement and performance within organisational contexts.*
- *Conduct performance assessments using techniques such as probationary evaluations, appraisals, and feedback mechanisms to monitor and improve employee performance.*
- *Develop and manage reward systems, including designing job evaluation processes, determining appropriate pay structures, and implementing performance-related pay and employee benefits to align with organisational goals.*
- *Create SMART targets for performance management to ensure the setting of clear, measurable, and achievable goals for employees.*
- *Utilise various leadership styles and motivational techniques to address team dynamics and improve overall organisational effectiveness.*
- *Facilitate effective communication and conflict resolution within teams to foster a positive work environment and resolve performance issues.*

Module-Specific Learner Skills

Upon completion of the module, learners will demonstrate enhanced abilities in

- *Development of 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

Module-Specific Digital Skills and Competences

Learners will develop digital skills and competencies including

- *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.*

Hours of Total Learning for this Module

- ***Total Contact Hours: 60***
  Contact Hours are hours invested in learning new content under the Direction of a tutor/lecturer e.g. lectures participation in online forums
- ***Supervised Placement and Practice Hours: 0***
  During these hours the learner is supervised, coached, or mentored.
- ***Self-Study Hours: 85***
  Estimated workload of research and study
- ***Assessment Hours: 5***
  Examinations/ presentations/ group work/ projects etc.
- ***Total Number of ECTS of this Module/Unit: 6 ECTS***

Total Learning Hours of this Module: 150 Hours

Pedagogy for this Module

In the 'Leadership and People Management' module, students will be taught in a variety of instructional methods, including lectures, workshops, and group activities. Through interactive discussions, case studies, and role-playing exercises, participants will gain practical insights into leadership theories and management practices. The inclusion of guest speakers and industry insights will further enhance the learning experience by providing real-world perspectives on effective leadership strategies.

Assessment Weightings:

- *Assignment: 50% (It should not be more than 1500-word count)*
- *Presentation: 30% (It should be an individual presentation of 10 minutes of 850 words (Approximately) or maximum 10 slides)*
- *Examination: 20%*

Assessment Methods:

- *Assignments will require analysing case studies and applying leadership and people management theories in practical scenarios, assessing their ability to effectively apply theoretical concepts to support strategic decision-making and team management.*

- *Presentations will demand students to effectively communicate 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.*

- *Examinations will evaluate students' understanding of leadership and people management theories, analytical skills, and ability to apply these principles in various organisational contexts.*

The above shall be conducted using digital learning tools such as online assessment platforms and presentation software.

The pass mark for the module will be set at 50%.

Reading List

***Core texts**:*

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

Additional reading:

- *Michael Goleman, D. (2022) Emotional Intelligence 2.0, Talent Smart, San Diego.*
- *HBR Press (2021) HBR's 10 Must Reads on Leadership, Harvard Business Review Press, Boston.*
- *Anthony A. Atkinson, Robert S. Kaplan, S. Mark Young, and Ella Mae Matsumura (2020). Management Accounting: Information for Decision-Making and Strategy Execution: Pearson Education Limited*

BBA602

Essentials of IT

Module Description

In this module, students will be introduced to the fundamentals of computing, essential for their personal, social, and professional activities. The course will cover basic computer concepts and terminology to familiarise students with common jargon. It will also provide hands-on experience with key tools and applications for effective e-communication and data analysis, crucial for decision-making with various data types. Additionally, students will explore the internet and its applications, enabling them to utilise online resources to enhance their knowledge base and stay informed.

Learning Outcomes

Competences:

At the end of the Module the learner will have acquired 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:

At the end of the Module the learner will have been exposed to the following:

- *Identify fundamental computer concepts, such as hardware, software, and operating systems, and explain their functions within complex computing environments.*
- *Explain key e-communication tools and their applications for effective digital interaction, data analysis, and professional communication.*
- *Assess the role and impact of the internet and its applications for accessing, managing, and utilising online resources in academic and business management contexts.*
- *Analyse different types of data and explain advanced methods for interpreting this data using computer applications to support critical decision-making processes.*
- *Recognise the significance of digital literacy and explain how it enhances professional skills, ethical decision-making, and lifelong knowledge acquisition..*

Skills:

At the end of the Module the learner will have acquired the following skills:

- *Operate essential computer tools and applications proficiently for e-communication and data analysis in both academic and professional contexts.*
- *Apply computer terminology accurately to navigate and utilise diverse digital technologies and software, demonstrating a professional approach.*
- *Analyse and interpret data using computer applications to generate insights and support problem-solving and informed decision-making.*
- *Utilise internet resources efficiently to gather, evaluate, and apply relevant information for academic, professional, and ethical purposes.*
- *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

Upon completion of the module, learners will demonstrate enhanced abilities in

- *Ability to effectively operate 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

Learners will develop digital skills and competencies including

- *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 database together relevant information and resources.*
- *Ability to effectively use digital communication platforms (e.g., email, collaboration tools) to interact and collaborate with others professionally.*

Hours of Total Learning for this Module

- ***Total Contact Hours: 60***
  Contact Hours are hours invested in learning new content under the Direction of a tutor/lecturer e.g. lectures participation in online forums
- ***Supervised Placement and Practice Hours: 0***
  During these hours the learner is supervised, coached, or mentored.
- ***Self-Study Hours: 85***
  Estimated workload of research and study
- ***Assessment Hours: 5***
  Examinations/ presentations/ group work/ projects etc.
- ***Total Number of ECTS of this Module/Unit: 6 ECTS***

Total Learning Hours of this Module: 150 Hours

Pedagogy for this Module

This module will be delivered online using a combination of synchronous and asynchronous methods. Students will engage with interactive lectures and multimedia presentations to grasp fundamental computer concepts and applications. Practical exercises, including hands-on activities with software and tools, will be integrated to develop skills in data analysis, digital communication, and internet research. Discussion forums and collaborative projects will facilitate peer interaction and real-world application of concepts. Additionally, students will have access to online resources and tutorials to support their learning and ensure they can apply digital skills effectively in professional contexts.

Assessment method for this particular Module

Assessment Weightings:

- *Assignment: 50% (It should not be more than 1500-word count)*
- *Presentation: 30% (it should be an individual presentation of 10 minutes of 850 words (Approximately) or maximum 10 slides)*
- *Examination: 20%*

Assessment Methods:

- ***Assignments** will require students to demonstrate their understanding of fundamental IT concepts by analysing various IT systems and their integration within different business functions. They will be tasked with evaluating how these systems impact business operations and performance.*
- ***Presentations** will involve students presenting their analysis of IT systems and solutions, utilising digital presentation tools to effectively communicate their findings and insights. These presentations will assess their ability to convey complex IT concepts clearly and professionally.*
- ***Examinations** will test students' theoretical knowledge of IT fundamentals, their analytical skills, and their ability to apply IT concepts to practical scenarios. Questions will focus on real-world IT challenges and the application of technology in business contexts. The above shall be conducted using digital learning tools such as online assessment platforms and presentation software.*

The above shall be conducted using digital learning tools such as online assessment platforms and presentation software.

The pass mark for the module will be set at 50%.

Reading List

Core texts:

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

Additional reading:

- *O'Brien, J. A., & Marakas, G. M. (2021) Management Information Systems, 11th edition, McGraw-Hill Education, New York.*

- *Rainer, R. K., Prince, B., & Watson, H. J. (2022) Introduction to Information Systems: Enabling and Transforming Business, 8th edition, Wiley, Hoboken.*

BBA603

Communication in Business

Module Description

The effectiveness of a business's approach to communication can often be 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, will determine its short and long-term success. The aim of this module is, therefore, to provide learners with the fundamental knowledge and skills to engage in meaningful and appropriate communication irrespective of the context in which the communication is located.

Learning Outcomes

Competences:

At the end of the Module the learner will have acquired 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:

At the end of the Module the learner will have been exposed to the following:

- *Critically Understand the fundamental principles of effective business communication and apply them in various organisational contexts to enhance strategic and operational outcomes.*
- *Identify and differentiate between various forms of communication (verbal, non-verbal, and written) and evaluate their application in business environments.*
- *Explain the role of communication in building relationships, managing conflicts, and supporting team dynamics within organisations, incorporating critical theories and principles.*
- *Recognise and analyse the impact of cultural diversity on communication practices and adapt strategies for effective communication in global business settings.*
- *Evaluate the effectiveness of communication strategies used in corporate decision-*

making and leadership, applying advanced theoretical and practical knowledge.

- *Understand and apply digital communication tools in modern business operations, integrating innovative methods to enhance communication efficiency and effectiveness.*

Skills:

At the end of the Module the learner will have acquired the following skills:

- *Demonstrate effective verbal and non-verbal communication skills in diverse professional business interactions, applying advanced techniques to achieve strategic goals.*
- *Apply active listening techniques to enhance communication and collaboration within teams, addressing complex problems and improving team performance.*
- *Draft clear, concise, and purpose-driven business documents (such as reports, emails, and memos) tailored to specific audiences and contexts.*
- *Utilise digital communication platforms and tools proficiently for business purposes, including creating presentations and conducting virtual meetings with professionalism.*
- *Manage conflict resolution and negotiation effectively using strategic communication methods to address and resolve disputes in business settings.*
- *Adapt communication styles and strategies to diverse cultural and organisational contexts in global business environments, demonstrating flexibility and initiative*

Module-Specific Learner Skills

Upon completion of the module, learners will demonstrate enhanced abilities in

- *Recognize and overcome barriers to communication that may hinder effective interaction within a business environment.*
- *Develop skills in crafting clear, concise, and tailored messages for different audiences and purposes.*
- *Demonstrate proficiency in active listening, empathetic communication, and conflict resolution techniques to enhance interpersonal communication within the business setting.*
- *Apply principles of ethical communication and cultural sensitivity in all business interactions to foster trust and goodwill.*

Module-Specific Digital Skills and Competences

Learners will develop digital skills and competencies including

- *Ability to navigate digital tools and platforms.*

- *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.*

Hours of Total Learning for this Module

- ***Total Contact Hours: 60***
  Contact Hours are hours invested in learning new content under the Direction of a tutor/lecturer e.g. lectures participation in online forums
- ***Supervised Placement and Practice Hours: 0***
  During these hours the learner is supervised, coached, or mentored.
- ***Self-Study Hours: 85***
  Estimated workload of research and study
- ***Assessment Hours: 5***
- *Examinations/ presentations/ group work/ projects etc.*
- ***Total Number of ECTS of this Module/Unit: 6 ECTS***

Total Learning Hours of this Module: 150 Hours

Pedagogy for this Module

This module will be taught a variety of teaching methods, including lectures, group discussions, and practical exercises. Through interactive sessions, learners will explore communication theories and strategies applicable to diverse business contexts. Practical exercises, such as role-plays and presentations, will provide opportunities for learners to apply and refine their communication skills. Overall, the teaching approach will be interactive and experiential, aiming to equip learners with the fundamental knowledge and skills necessary for effective communication in business settings.

Assessment method for this particular Module

Assessment Weightings:

- *Assignment: 40% (It should not be more than 1250-word count)*

- *Presentation: 30% (It should be an individual presentation of 10 minutes of 850 words (Approximately) or maximum 10 slides)*

- *Case Study Analysis:30% (Maximum word count for case analysis, its conclusion should be 750-1000 words)*

Assessment Methods:

- *Assignments will focus on case studies how effectiveness of a business's approach to communication can often be critical to the achievement of strategic and operational*

objectives.

- *Presentations will require students to effectively communicate and Demonstrate proficiency in active listening, empathetic communication, and conflict resolution techniques to enhance interpersonal communication within the business setting using digital presentation tools for clarity and impact.*

The above shall be conducted using digital learning tools such as online assessment platforms and presentation software.

The pass mark for the module will be set at 50%.

Reading List

Core texts:

- *Bovée, C. L., & Thill, J. V. (2021) Business Communication Today, 15th edition, Pearson, London.*
- *Guffey, M. E., & Loewy, D. (2021) Essentials of Business Communication, 11th edition, Cengage Learning, Boston.*
- *Cardon, P. (2020) Business Communication: Developing Leaders for a Networked World, 4th edition, McGraw-Hill Education, New York.*
- *Adler, R. B., Elmhorst, J. M., & Lucas, K. (2022) Communicating at Work: Strategies for Success in Business and the Professions, 13th edition, McGraw-Hill, New York.*
- *Locker, K. O., & Kienzler, D. S. (2021) Business and Administrative Communication, 12th edition, McGraw-Hill Education, New York.*
- *Jovin, E. (2019) Writing for Business, Nicholas Brealy Publishing, London*
- *Newman, A. (2017) Business Communication; in person, in print, online, Nelson Education Ltd, Boston*

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, London*
- *Cardon, P. (2020). Business Communication: Developing Leaders for a Networked World. 4th Ed. Mc-Graw Hill.*
- *Means, T. (2018). Business Communication. 3rd Ed. Cengage Learning*

BBA604

Finance and Accounting

Module Description

The "Finance and Accounting" module serves as a foundational stepping stone for students, equipping them with essential knowledge and skills in these critical fields. Throughout the course, students delve into key concepts such as financial reporting, analysis, and managerial decision-making, gaining proficiency in preparing and interpreting financial statements. Moreover, they learn to assess the financial well-being of businesses and leverage financial information for strategic decision-making. Additionally, the module provides an introduction to fundamental principles of finance, offering insights into financial markets and investment vehicles. By the module's conclusion, students emerge equipped with the necessary tools to comprehend and navigate the intricacies of accounting and finance adeptly.

Learning Outcomes

Competences:

At the end of the Module the learner will have acquired the responsibility and autonomy to:

- *Demonstrate 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 utilise critical thinking skills to evaluate complex financial information, identify patterns and trends, and make informed judgments about the financial health of organisations, demonstrating a high degree of autonomy.*
- *Exhibit proficiency in addressing practical accounting and financial problems by applying appropriate methodologies and tools to complex scenarios, showcasing creativity and initiative in problem-solving.*
- *Recognize and address ethical dilemmas in accounting and finance practices, applying ethical principles and professional standards to decision-making processes, and demonstrating responsibility and integrity in all professional activities.*

Knowledge:

At the end of the Module the learner will have been exposed to the following:

- *Understand the advanced concepts and principles of financial reporting and accounting, including current practices and innovations at the forefront of the field.*
- *Recognize and critically evaluate the components and structure of financial statements (balance sheets, income statements, and cash flow statements) to understand their role in business performance assessment.*

- *Explain and apply detailed theoretical and practical methods for financial statement analysis, including the assessment of financial health and performance in complex business environments.*

- *Identify and integrate fundamental finance concepts, such as financial markets and investment vehicles, and assess their impact on strategic decision-making processes.*

- *Analyse how financial information supports managerial decision-making, applying advanced methods to both operational and strategic contexts.*

- *Understand the impact of financial data on business strategy, critically evaluating its role in assessing investment opportunities and making informed judgments on relevant social and ethical issue.*

Skills:

At the end of the Module the learner will have acquired the following skills:

- *Prepare accurate and comprehensive financial statements, including balance sheets, income statements, and cash flow statements, to support professional financial reporting.*

- *Interpret and analyse financial statements to assess the financial health and performance of businesses, applying a professional approach to identify key financial trends and issues.*

- *Apply advanced financial analysis techniques, such as ratio analysis, to evaluate business profitability, liquidity, and solvency, integrating qualitative and quantitative data.*

- *Use financial information and analytical skills to support strategic decision-making and managerial planning, addressing complex business scenarios and making informed recommendations.*

- *Assess investment opportunities by analysing financial data, understanding market trends, and evaluating potential risks and returns with a high degree of autonomy.*

- *Demonstrate the ability to analyse and communicate financial insights effectively in both written and verbal formats, presenting information to specialist and non-specialist audiences.*

Module-Specific Learner Skills

Upon completion of the module, learners will demonstrate enhanced abilities in

- *Strengthened aptitude for managing coursework, assignments, and study schedules effectively to meet assessment demands.*

- *Enhanced communication abilities in articulating financial information clearly and professionally to diverse stakeholders.*

- *Improved proficiency in applying financial accounting principles to dissect intricate scenarios and devise effective solutions.*

Module-Specific Digital Skills and Competences

Learners will develop digital skills and competencies including

- *Students will develop proficiency in utilising data visualisation tools to effectively present financial information using charts and graphs.*

- *Students will acquire collaborative skills in financial reporting, utilising platforms for real-time document access and editing.*

- *Students will gain introductory proficiency in data analytics tools, enabling them to extract insights from financial datasets and conduct trend analysis.*

Hours of Total Learning for this Module

- ***Total Contact Hours: 60***
  Contact Hours are hours invested In learning new content under the Direction of a tutor/lecturer e.g. lectures participation in online forums
- ***Supervised Placement and Practice Hours: 0***
  During these hours the learner is supervised, coached, or mentored.
- ***Self-Study Hours: 85***
  Estimated workload of research and study
- ***Assessment Hours: 5***
  Examinations/ presentations/ group work/ projects etc.
- ***Total Number of ECTS of this Module/Unit: 6 ECTS***

Total Learning Hours of this Module: 150 Hours

Pedagogy for this Module

The "Finance and Accounting" module will be taught through a combination of lectures, interactive discussions, practical exercises, case studies, and assessments. Lectures will cover fundamental accounting concepts and principles, while interactive discussions will encourage student engagement and participation. Practical exercises and case studies will provide students with hands-on experience in applying accounting principles to real-world scenarios, fostering critical thinking and problem-solving skills. Assignments and assessments will be used to evaluate students' understanding and application of the material, ensuring that they have a solid foundation in financial accounting principles and practices. Additionally, technology integration will play a role, with the use of accounting

software applications and online resources to enhance learning outcomes.

Assessment method for this particular Module

Assessment Weightings:

- *Assignment: 50% (It should not be more than 1500-word count)*
- *Presentation: 30% (it should be an individual presentation of 10 minutes of 850 words (Approximately) or maximum 10 slides)*
- *Examination: 20%*

Assessment Methods:

- *Assignments will focus on fundamental principles of finance, offering insights into financial markets and investment vehicles.*
- *Presentations will require communicating research findings, utilising digital tools to enhance clarity and impact when presenting financial and accounting insights.*
- *Examination will assess theoretical understanding, analytical skills, and practical application within corporate finance contexts, with questions reflecting real-world scenarios encountered in financial and accounting operations.*

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The above shall be conducted using digital learning tools such as online assessment platforms and presentation software.

The pass mark for the module will be set at 50%.

Reading List

Core texts:

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

edition, McGraw-Hill Education, New York.

- *Adair, J. (2018) Develop Your Leadership Skills: Fast, Effective Ways to Become a Leader People Want to Follow, Kogan Page, London*

Additional reading:

- *Financial Accounting (2009) by Jerry J. Weygandt, Donald E. Kieso, and Paul D. Kimmel, Publisher, John Wiley & Sons,*
- *Drury, J. C. (2007) Management and Cost Accounting; 7th edition, Chapman and Hall.*
- *Kelly, P. and Cole, G. (2020) Management: Theory and Practise 9th edition. Cengage, Boston*
- *Atrill P & McLaney E (2021) Financial Accounting for Decision-Makers 10th Edition (Pearson)*
- *Drury, J. C. (2007) Management and Cost Accounting; 7th edition, Chapman and Hall.*

BBA605

Organisational Behaviour and Performance

Module Description

This module explores the fundamental concepts and theories of Organisational Behaviour (OB) and its implications for individual and organisational performance within various business contexts. It provides students with a comprehensive understanding of human behaviour within organisations and equips them with the knowledge and skills necessary to effectively manage and lead individuals and teams.

Learning Outcomes

Competences:

At the end of the Module the learner will have acquired 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:

At the end of the Module the learner will have been exposed to the following:

- *Understand key concepts and theories of Organisational Behaviour (OB) and their impact on individual and organisational performance within various contexts.*
- *Explain how factors such as motivation, leadership, and group dynamics influence behaviour and performance in organisational settings.*
- *Identify and analyse the relationships between organisational structure, culture, and employee performance, demonstrating a critical understanding of their interconnections.*
- *Discuss the implications of different management and leadership styles on team dynamics and organisational effectiveness, incorporating theoretical and practical perspectives.*
- *Recognize and evaluate the role of communication and conflict management in shaping organisational behaviour and performance, considering both theoretical*

frameworks and practical applications.

- *Analyse the impact of organisational change and development theories on organisational performance and employee adaptation, using contemporary case studies and theoretical insights*

Skills:

At the end of the Module the learner will have acquired the following skills:

- *Apply Organisational Behaviour theories to diagnose and address performance issues in teams and organisations, demonstrating a professional approach to problem-solving.*
- *Demonstrate effective leadership and management skills to influence and motivate individuals and teams, using evidence-based strategies and techniques.*
- *Utilise strategies to enhance team dynamics and improve collaborative work processes, employing both qualitative and quantitative methods.*
- *Manage conflicts and resolve interpersonal issues using advanced communication and negotiation techniques, with an emphasis on ethical considerations.*
- *Implement organisational change initiatives by applying change management principles, assessing their impact on organisational performance and employee adaptation.*
- *Evaluate organisational performance through the critical analysis of employee behaviour and organisational culture, providing evidence-based recommendations for improvement.*

Module-Specific Learner Skills

Upon completion of the module, learners will demonstrate enhanced abilities in

- *Ability to understand and manage sources of influence within organisational structures to achieve desired outcomes.*
- *Skill in recognizing and managing emotions in oneself and others to enhance interpersonal relationships and decision-making.*
- *To be able to engage in effective negotiations with stakeholders to achieve mutually advantageous agreements and resolve conflicts.*

Module-Specific Digital Skills and Competences

Learners will develop digital skills and competencies including

- *Utilize 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.*

Hours of Total Learning for this Module

- ***Total Contact Hours: 60***
  Contact Hours are hours invested in learning new content under the Direction of a tutor/lecturer e.g. lectures participation in online forums
- ***Supervised Placement and Practice Hours: 0***
  During these hours the learner is supervised, coached, or mentored.
- ***Self-Study Hours: 85***
  Estimated workload of research and study
- ***Assessment Hours: 5***
  Examinations/ presentations/ group work/ projects etc.
- ***Total Number of ECTS of this Module/Unit: 6 ECTS***

Total Learning Hours of this Module: 150 Hours

Pedagogy for this Module

The module on Organisational Behaviour (OB) will be taught through a multifaceted approach. Lectures will introduce key concepts and theories, providing a theoretical foundation for understanding human behaviour in organisations. Case studies and real-world examples will illustrate the practical application of OB principles in various business contexts. Interactive discussions and group activities will encourage critical thinking and engagement with the material. Additionally, guest speakers from industry may provide insights into practical OB practices.

Assessment method for this particular Module

Assessment Weightings:

- *Assignment: 50% (It should not be more than 1500-word count)*
- *Presentation: 30% (It should be an individual presentation of 10 minutes of 850 words (Approximately) or maximum 10 slides)*
- *Examination: 20%*

Assessment Methods:

- *Assignments will focus on effective interpersonal and leadership skills in team settings.*
- *Implement change management strategies with ethical considerations and foster a culture of integrity and innovation within organisations.*

- *Presentations will necessitate the communication of research findings, utilizing digital tools to enhance clarity and impact in conveying insights on organisational behaviour and performance.*

- *Examinations 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.*

The above shall be conducted using digital learning tools such as online assessment platforms and presentation software.

The pass mark for the module will be set at 50%

Reading List

Core texts:

- *Robinson, S. P., Judge, T. A. (2022) Organizational Behavior, 19th edition, Pearson, London.*
- *Luthans, F. (2021) Organizational Behavior: An Evidence-Based Approach, 14th edition, McGraw-Hill Education, New York.*
- *Greenberg, J., & Baron, R. A. (2022) Behavior in Organizations, 11th edition, Pearson, London.*
- *Kinicki, A., & Fugate, M. (2021) Organizational Behavior: A Practical, Problem-Solving Approach, 2nd edition, McGraw-Hill Education, New York.*
- *Hughes, R. L., & Beatty, K. C. (2021) Becoming a Master Manager: A Competency-Based Approach, 7th edition, Wiley, Hoboken*
- *Robbins, S. P., & Judge, T. A. (2019). Organisational Behaviour. Pearson*

Additional reading:

- *Organisational Psychology by Steven G. Rogelberg (Editor) ISBN: 9781483386898.*
- *Organisational Behaviour and Performance Andrew D. Szilagyi, Marc J. Wallace.*
- *Kreitner, R., & Kinicki, A. (2019). Organisational Behaviour. McGraw-Hill Education.*
- *Paul E. Smith, Wendy Yellowley, and Christopher J. McLachlan (2020). Organizational Behaviour: Managing People in Dynamic Organizations. Taylor & Francis Group (Open Library).*
- *Christine Cross and Ronan Carbery (2022). Organisational Behaviour" (2nd Edition) Red Globe Pres.*

BBA606

Leading and Managing Teams

Module Description

Having hard management and soft leadership skills is often stated by employers as being key to the success of a business but few people have sufficient quantities of both to make a significant impact on business operations and strategy. The aim of this module, therefore, is to support a learner's understanding of leadership as a role and management as a function so that they are able to develop the knowledge, skills and traits to make a meaningful contribution to a business's success.

Learning Outcomes

Competences:

At the end of the Module the learner will have acquired 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:

At the end of the Module the learner will have been exposed to the following:

- *Understand the core principles and advanced theories of leadership and management, including their impact on team performance and organisational success.*
- *Explain the theoretical and practical differences between leadership and management roles, detailing how each role contributes to organisational effectiveness.*

- *Identify and critically assess key traits and skills necessary for effective leadership and management across various business contexts.*
- *Discuss the influence of different leadership styles and management approaches on team dynamics and overall organisational performance.*
- *Recognize the importance of integrating both hard management skills (e.g., planning, organising) and soft leadership skills (e.g., motivation, communication) in achieving organisational goals.*
- *Analyse the role of leadership and management in shaping organisational culture, driving strategic change, and achieving long-term business objectives.*

Skills:

At the end of the Module the learner will have acquired the following skills:

- *Demonstrate effective leadership by applying various leadership styles to motivate and guide team members in diverse organisational contexts.*
- *Apply advanced management techniques to plan, organise, and coordinate team activities and resources efficiently, reflecting a professional approach to team leadership.*
- *Utilise communication skills to foster collaboration and resolve conflicts within teams, employing a range of techniques to address both specialist and non-specialist audiences.*
- *Implement strategies for performance management, including setting goals, providing feedback, and conducting performance evaluations, while addressing ethical considerations.*
- *Develop and execute action plans for team development and problem-solving, applying decision-making skills to address challenges and drive team success.*
- *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

Upon completion of the module, learners will demonstrate enhanced abilities in

- *Ability to analyse and evaluate different management theories and approaches critically.*
- *Adaptability: Capacity to understand and adapt to various management styles and methodologies as per different organisational contexts.*
- *Problem-Solving: Skill in applying management theories to solve complex organisational*

problems effectively.

- *Interpersonal Skills: Capability to understand and navigate interpersonal dynamics within teams and organisations.*
- *Decision-Making: Competence in making informed decisions based on an understanding of various management theories and their implications.*

Module-Specific Digital Skills and Competences

Learners will develop digital skills and competencies including

- *Proficiency in using digital tools and platforms.*
- *Clear and effective communication through digital channels.*
- *Ability to collect, analyse, and interpret digital data.*
- *Understanding and implementation of digital security practices.*
- *Adaptability to New Technologies: Willingness and capability to learn and adapt to new digital tools and trends.*

Hours of Total Learning for this Module

- ***Total Contact Hours: 60***
  Contact Hours are hours invested in learning new content under the Direction of a tutor/lecturer e.g. lectures participation in online forums
- ***Supervised Placement and Practice Hours: 0***
  During these hours the learner is supervised, coached, or mentored.
- ***Self-Study Hours: 85***
  Estimated workload of research and study
- ***Assessment Hours: 5***
- *Examinations/ presentations/ group work/ projects etc.*
- ***Total Number of ECTS of this Module/Unit: 6 ECTS***

Total Learning Hours of this Module: 150 Hours

Pedagogy for this Module

This module will be taught through a combination of lectures, group discussions, case studies, and experiential exercises, project. Learners will engage in interactive sessions to explore the dynamics of leadership and management roles. Practical scenarios and real-world examples will be used to reinforce concepts, fostering skill development in both areas.

Assessment Weightings:

- *Individual Reflective Report:30% (Maximum word count for Essay should be 750-1000 words)*
- *Presentation: 30% (It should be an individual presentation of 10 minutes of 850 words (Approximately) or maximum 10 slides)*
- *Group project: 40% (word count for group project should be in the range of 1500-2500 words)*
- *Presentation will focus on understanding leadership as a role and management as a function so that they are able to develop the knowledge, skills and traits to make a meaningful contribution to a business's success.*
- *Assessment tasks will leverage digital learning tools as online submission platforms, video conferencing for presentations and collaborative document editing tools.*

Assessment tasks will leverage digital learning tools such as online submission platforms, video conferencing for presentations, and collaborative document editing tools.

The pass mark for the module will be set at 50%.

Reading List

Core texts:

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

Suggested 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.*

BBA607

Marketing for Managers

Module Description

The aim of this module is to provide learners with a detailed understanding of the marketing planning process and to apply these principles to a variety of business contexts. The module also provides a comprehensive understanding of environmental analysis and how this can lead to the development of appropriate objectives and strategies to enhance operational marketing performance.

Learning Outcomes

Competences:

At the end of the Module the learner will have acquired 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:

At the end of the Module the learner will have been exposed to the following:

- *Articulate the key principles and processes of marketing planning, demonstrating how these contribute to the formulation of effective marketing strategies within a business context.*
- *Explain advanced methods and tools used for environmental analysis, including market research, competitive analysis, and consumer behaviour insights, reflecting a critical understanding of their application.*
- *Identify and evaluate the components of a comprehensive marketing plan, including setting strategic objectives, formulating actionable strategies, and implementing tactical actions across various business scenarios.*

- *Discuss the alignment of marketing objectives with overall business goals, analysing how this alignment enhances operational marketing performance and contributes to organisational success.*

- *Analyse the effectiveness of various marketing strategies in different business contexts and industries, using theoretical and practical knowledge to assess their impact.*

- *Evaluate the role of marketing performance metrics and evaluation methods in assessing and improving marketing strategies and operations, considering relevant social and ethical issues.*

Skills:

At the end of the Module the learner will have acquired the following skills:

- *Develop Conduct comprehensive environmental analyses to gather insights on market trends, consumer behaviour, and competitive dynamics, demonstrating a professional approach to strategic planning.*

- *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.*

- *Apply advanced marketing research methods to gather and interpret data, supporting informed decision-making and strategic development with critical analysis.*

- *Create and execute marketing strategies that align with business goals, enhancing operational performance through effective implementation and continuous evaluation.*

- *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.*

- *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

Upon completion of the module, learners will demonstrate enhanced abilities in

- *Proficiency in analyzing marketing data to derive actionable insights and optimize marketing performance.*

- *Understanding of brand management principles and the ability to develop and maintain brand equity in line with contemporary marketing principles.*

- *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

Learners will develop digital skills and competencies including

- *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*

Hours of Total Learning for this Module

- ***Total Contact Hours: 60***
  Contact Hours are hours invested in learning new content under the Direction of a tutor/lecturer e.g. lectures participation in online forums
- ***Supervised Placement and Practice Hours: 0***
  During these hours the learner is supervised, coached, or mentored.
- ***Self-Study Hours: 85***
  Estimated workload of research and study
- ***Assessment Hours: 5***
  Examinations/ presentations/ group work/ projects etc.
- ***Total Number of ECTS of this Module/Unit: 6 ECTS***

Total Learning Hours of this Module: 150 Hours

Pedagogy for this Module

The "Marketing for Managers" module will employ a combination of theoretical lectures, practical exercises, and interactive discussions. Students will explore the marketing planning process through case studies and real-world examples, gaining insight into environmental analysis and strategy development. Guest lectures by industry experts will provide additional perspectives, while digital tools will enhance learning outcomes. Assessment methods may include assignments, quizzes, and presentations to reinforce understanding and application

of marketing principles.

Assessment Weightings:

- *Assignment: 50% (It should not be more than 1500-word count)*
- *Presentation: 30% (It should be an individual presentation of 10 minutes of 850 words (Approximately) or maximum 10 slides)*
- *Examination: 20%*

Assessment method:

- *Assignments will cover comprehensive understanding of environmental analysis and how this can lead to the development of appropriate objectives and strategies to enhance operational marketing performance.*
- *Presentations will focus on digital analytics tools to measure marketing performance and ROI and use of social media platforms for customer engagement, brand building, and community management.*
- *Examinations will evaluate theoretical understanding, analytical skills, and practical application within the realm of detailed understanding of the marketing planning process and to apply these principles to a variety of business contexts*

Assessment tasks will leverage digital learning tools such as online submission platforms, video conferencing for presentations, and collaborative document editing tools.

The pass mark for the module will be set at 50%.

Reading List

Core texts:

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

***Suggested Research Oriented reading**:*

- *Hollensen, S. (2022) Marketing Management: A Relationship Approach, 5th edition, Pearson, London.*

- *Baines, P. et al (2019) Marketing 5 th edition, OUP, Oxford*

BB608

Principles and Concepts of Business Strategy

Module Description

Simply put, strategy is about putting a business in the best place possible to gain competitive advantage in its target market. However, to achieve competitive advantage requires research, analysis, interpretation and strategic decision making. The aim of this module is to develop learner's knowledge and skills so they are in a strong position to contribute to an organisation's strategy development and implementation.

Learning Outcomes

Competences:

At the end of the Module the learner will have acquired 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:

At the end of the Module the learner will have been exposed to the following:

- *Understand the advanced principles and concepts of business strategy, including how these contribute to achieving a competitive advantage in complex business environments.*
- *Identify and critically evaluate the key components of the strategic management process, including strategic planning, implementation, and evaluation, within various organisational contexts.*
- *Explain and apply advanced strategic frameworks and models, such as SWOT analysis, PESTEL analysis, and Porter's Five Forces, to inform and guide strategic decision-making.*

- *Discuss the significance of market research and competitive analysis in formulating and implementing business strategies, reflecting on their impact on strategic effectiveness.*

- *Analyse the effects of strategic decisions on organisational performance and long-term success, incorporating both theoretical insights and practical considerations.*

- *Recognize and assess the role of strategic leadership in the development and execution of business strategies, considering its impact on organisational direction and effectiveness.*

Skills:

At the end of the Module the learner will have acquired the following skills:

- *Formulate strategic plans by conducting comprehensive analyses of internal and external business environments, ensuring a professional approach to strategic decision-making.*

- *Conduct SWOT analysis to critically identify and evaluate organisational strengths, weaknesses, opportunities, and threats, applying insights to strategic planning.*

- *Assess and select strategic options using advanced tools such as cost-benefit analysis and risk assessment, tailored to various business contexts.*

- *Design and implement strategic initiatives by setting clear objectives, effectively allocating resources, and managing organisational change to drive business success.*

- *Monitor and adjust strategies by applying performance metrics and feedback mechanisms, ensuring alignment with organisational goals and adapting to dynamic business.*

- *Integrate interdisciplinary knowledge to address complex research problems, applying theoretical and practical insights from various fields. Demonstrate an ability to synthesize and apply knowledge across disciplines to develop comprehensive and innovative research solutions.*

Module-Specific Learner Skills

Upon completion of the module, learners will demonstrate enhanced abilities in

- *Implement specific actions to support operational plans effectively.*

- *Plan, monitor, review, and adjust strategies for optimal outcomes.*

- *Implement market penetration, integration, internationalisation, merger/acquisition, or diversification strategies.*

Module-Specific Digital Skills and Competences

Learners will develop digital skills and competencies including

- *Capable of effectively communicating through emails, social media platforms, and video calls.*
- *Proficiency in using digital tools, software, and platforms.*
- *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.*

Hours of Total Learning for this Module

- ***Total Contact Hours: 60***
  Contact Hours are hours invested in learning new content under the Direction of a tutor/lecturer e.g. lectures participation in online forums
- ***Supervised Placement and Practice Hours: 0***
  During these hours the learner is supervised, coached, or mentored.
- ***Self-Study Hours: 85***
  Estimated workload of research and study
- ***Assessment Hours: 5***
  Examinations/ presentations/ group work/ projects etc.
- ***Total Number of ECTS of this Module/Unit:6 ECTS***

Total Learning Hours of this Module: 150 Hours

Pedagogy for this Module

This module on Principles and Concepts of Business Strategy will be taught through a blend of theoretical study and practical application. Learners will engage with lectures, case studies, and interactive discussions to grasp key strategic concepts and decision-making processes. Practical exercises and simulations will provide hands-on experience in applying strategic frameworks, preparing learners to contribute effectively to strategy development and implementation within organisations.

Assessment Weightings:

- *Assignment: 50% (It should not be more than 1500-word count)*
- *Presentation: 30% (It should be an individual presentation of 10 minutes of 850 words (Approximately) or maximum 10 slides)*

- *Examination: 20%*

Assessment Methods:

- *Assignments will involve topics related to select growth, diversification, cost leadership, or hybrid strategies.*
- *Presentations will require topics which demonstrate critical thinking and application of concepts, and practical exercises will allow students to apply strategic frameworks to solve business problems.*
- *Examinations will evaluate theoretical understanding, analytical skills, and practical application within concept of Business strategies Framework*

The above shall be conducted using digital learning tools such as online assessment platforms and presentation software.

The pass mark for the module will be set at 50%.

Reading List

Core texts:

- *Mark Porter, M. E. (2020) Competitive Strategy: Techniques for Analysing Industries and Competitors, Free Press, New York.*
- *Barney, J. B., & Hesterly, W. S. (2021) Strategic Management and Competitive Advantage: Concepts and Cases, 7th edition, Pearson, Boston.*
- *Hill, C. W. L., Jones, G. R., & Schilling, M. A. (2022) Strategic Management: Theory: An Integrated Approach, 13th edition, Cengage Learning, Boston.*
- *Johnson, G., Scholes, K., & Whittington, R. (2022) Exploring Corporate Strategy: Text and Cases, 12th edition, Pearson, London.*
- *Johnson, G. et al (2019) Exploring Strategy 12th edition, Pearson, Harlow*
- *Whittington, R. et al (2020) Fundamentals of Strategy 10th edition, Pearson, Harlow*

Additional reading:

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

BBA609

Supply Chain Management

Module Description

The Supply Chain Management module provides in-depth knowledge of designing and managing complex supply chains. It emphasises strategic optimization, risk management, and the application of emerging technologies. Students will learn to enhance efficiency, drive performance, and address global supply chain challenges.

Learning Outcomes

Competences:

At the end of the Module the learner will have acquired 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:

At the end of the Module the learner will have been exposed to the following:

- *Analyse advanced supply chain models and frameworks to evaluate their effectiveness across various organisational contexts, addressing operational and strategic challenges.*
- *Examine the impact of emerging technologies, such as AI and blockchain, on enhancing supply chain efficiency, innovation, and competitiveness.*
- *Evaluate risk management strategies within supply chains to determine their effectiveness in mitigating operational disruptions and ensuring business continuity.*
- *Assess global supply chain challenges and opportunities to develop strategies that improve international logistics, regulatory compliance, and cross-border coordination.*
- *Interpret key performance indicators (KPIs) and metrics to measure, analyse, and enhance supply chain performance, facilitating data-driven decision-making.*

- *Recognize best practices in designing and implementing reward systems that align with organisational goals and support employee motivation and performance.*

Skills:

At the end of the Module the learner will have acquired the following skills:

- *Develop supply chain strategies by applying optimisation techniques to improve operational efficiency and reduce costs in complex organisational environments.*
- *Utilise data analysis tools to monitor and interpret supply chain performance metrics, making informed decisions based on real-time quantitative and qualitative data.*
- *Implement risk management practices to identify potential disruptions within the supply chain and devise contingency plans to maintain operational continuity.*
- *Apply negotiation tactics to secure favourable terms with suppliers and logistics partners, enhancing agreements and improving supply chain outcomes.*
- *Design and manage supply chain projects by coordinating resources, timelines, and stakeholder expectations to ensure successful project execution and delivery.*

Module-Specific Learner Skills

Upon completion of the module, learners will demonstrate enhanced abilities in

- *Data Analysis: Skillfully analyse complex supply chain data to identify trends, inefficiencies, and opportunities for improvement.*
- *Strategic Planning: Develop and implement strategic supply chain plans that align with organisational goals and optimise overall performance.*
- *Risk Assessment: Identify potential risks within the supply chain and apply risk mitigation strategies to ensure continuity and resilience.*
- *Technology Integration: Effectively incorporate emerging technologies, such as AI and blockchain, into supply chain processes to enhance efficiency and innovation.*
- *Negotiation: Negotiate contracts and agreements with suppliers and logistics partners to secure favourable terms and enhance supply chain operations*.

Module-Specific Digital Skills and Competences

Learners will develop digital skills and competencies including

- *Data Analytics: Proficiently use data analytics tools and software to analyse supply chain performance metrics and generate actionable insights.*
- *Supply Chain Software: Effectively operate enterprise resource planning (ERP) systems and supply chain management software to manage and optimise supply chain processes.*

- *Technology Integration: Implement and integrate emerging technologies, such as blockchain and Internet of Things (IoT), to enhance supply chain visibility and efficiency.*

- *Digital Communication: Utilise digital communication tools (e.g., Slack, Microsoft Teams) for effective collaboration and coordination with team members and stakeholders.*

- *E-commerce Platforms: Manage and optimise supply chain operations through e-commerce platforms and digital marketplaces to improve customer satisfaction and streamline order fulfilment.*

Hours of Total Learning for this Module

- ***Total Contact Hours: 60***
  Contact Hours are hours invested in learning new content under the Direction of a tutor/lecturer e.g. lectures participation in online forums
- ***Supervised Placement and Practice Hours: 0***
  During these hours the learner is supervised, coached, or mentored.
- ***Self-Study Hours: 85***
  Estimated workload of research and study
- ***Assessment Hours: 5***
  Examinations/ presentations/ group work/ projects etc.
- ***Total Number of ECTS of this Module/Unit: 6 ECTS***

Total Learning Hours of this Module: 150 Hours

Pedagogy for this Module

The module will be taught through a combination of interactive lectures, where foundational theories and concepts are introduced, and practical seminars that encourage discussion of current trends and real-world applications. Case studies and group projects will be used to apply theoretical knowledge to real-life scenarios, fostering critical thinking and problem-solving skills. Hands-on workshops with supply chain management software and tools will further enhance practical understanding and digital competencies.

Assessment Weightings:

- *Assignment: 50% (It should not be more than 1500-word count)*

- *Presentation: 30% (It should be an individual presentation of 10 minutes of 850 words (Approximately) or maximum 10 slides)*

- *Examination: 20%*

Assessment Methods:

- *Assignment: Students will submit written assignments through the online learning platform, where they will analyse case studies or develop supply chain strategies. These assignments will be evaluated for their depth of analysis, application of theory, and clarity of presentation.*

- *Presentation: Virtual presentations will be conducted via video conferencing tools, allowing students to present their findings or case study analyses. This will assess their digital communication skills, ability to engage an online audience, and proficiency in using presentation software.*

- *Examination: Online examinations will include timed quizzes or exams 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.*

The above shall be conducted using digital learning tools such as online assessment platforms and presentation software.

The pass mark for the module will be set at 50%.

Reading List

***Core texts**:*

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

Additional reading:

- *Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. (2023) Designing and Managing the Supply Chain: Concepts, Strategies, and Cases, 4th edition, McGraw-Hill Education, New York.*
- *Barney, J. B., & Hesterly, W. S. (2021) Strategic Management and Competitive Advantage: Concepts and Cases, 7th edition, Pearson Education, Hoboken.*
- *Gibson, B. J., & Sturges, C. (2022) Managing Supply Chains: A Logistics Approach, Routledge, London.*

- *Coyle, J. J., Langley, C. J., Novack, R. A., & Gibson, B. J. (2023) Supply Chain Management: A Logistics Perspective, 11th edition, Cengage Learning, Boston.*
- *Wagner, S. M., & Kemmerling, J. (2023) Supply Chain Management: A Global Perspective, Routledge, New York.*

BBA610

Macroeconomics

Module Description

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. Key areas of focus are 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 an analysis of monetary policy, examining the banking system and the Federal Reserve System.

Learning Outcomes

Competences:

At the end of the Module the learner will have acquired 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 a comprehensive understanding and ability to manage complex economic scenarios.*

Knowledge:

At the end of the Module the learner will have been exposed to the following:

- *Analyse fundamental economic principles, including production, distribution, and consumption, within the context of national economic systems, demonstrating a deep understanding of their relevance and application.*
- *Explain the role of government policies in shaping national income and economic performance, with a critical focus on fiscal and monetary influences and their impact on economic stability.*
- *Identify key economic indicators such as GDP, consumption function, and investment spending, and assess their implications for evaluating economic health in various contexts, using advanced theoretical and practical knowledge.*
- *Discuss the principles and impact of monetary policy and banking systems, including*

the functions of the Federal Reserve, on national and global economies, reflecting on their significance and implications for economic management.

Skills:

At the end of the Module the learner will have acquired the following skills:

- *Analyse national economic data and indicators, such as GDP and investment spending, to assess economic performance and identify trends within specific economic contexts.*
- *Apply economic models and principles, including the multiplier effect and consumption functions, to evaluate the impact of government policies on national income and output, demonstrating a critical understanding of theoretical and practical aspects.*
- *Utilise analytical tools to interpret the effects of monetary policy, including the role of the Federal Reserve System, on inflation, interest rates, and economic stability, providing well-reasoned insights and recommendations.*
- *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 environment.*

Module-Specific Learner Skills

Upon completion of the module, learners will demonstrate enhanced abilities in

- *Analyse Economic Data: Students will analyse national economic data such as GDP and inflation rates to assess economic performance and identify trends.*
- *Apply Economic Models: Students will apply 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.*
- *Evaluate Policy Impact: Students will evaluate the impact of government fiscal and monetary policies on economic stability and growth.*
- *Understand Monetary Policy: Students will understand and explain the role of the Federal Reserve System in managing the economy, including how central bank actions influence inflation, interest rates, and financial stability.*

Module-Specific Digital Skills and Competences

Learners will develop digital skills and competencies including

- *Analyse Economic Data: Students will analyse macroeconomic data using software tools to assess indicators like GDP, inflation, and unemployment rates.*
- *Apply Statistical Software: Students will apply statistical methods using software like to model and interpret macroeconomic variables and trends.*
- *Create Economic Forecasts: Students will create and interpret economic forecasts using digital tools to predict future economic conditions based on historical data and trends.*

- *Utilise Online Databases: Students will navigate and extract relevant information from online economic databases, to analyse macroeconomic data.*

Hours of Total Learning for this Module

- ***Total Contact Hours: 60***
  Contact Hours are hours invested in learning new content under the Direction of a tutor/lecturer e.g. lectures participation in online forums
- ***Supervised Placement and Practice Hours: 0***
  During these hours the learner is supervised, coached, or mentored.
- ***Self-Study Hours: 85***
  Estimated workload of research and study
- ***Assessment Hours: 5***
  Examinations/ presentations/ group work/ projects etc.
- ***Total Number of ECTS of this Module/Unit: 6 ECTS***

Total Learning Hours of this Module: 150 Hours

Pedagogy for this Module

The module on Macroeconomics, the teaching approach will include a blend of interactive video lectures, online tutorials, and virtual workshops. Students will access recorded content and live webinars to understand key concepts and use online tools for data analysis and forecasting. Interactive discussion forums and collaborative online projects will enable students to apply theoretical knowledge to real-world scenarios and engage in peer-to-peer learning. Regular quizzes and assignments will assess understanding and provide feedback in an online environment.

Assessment Weightings:

- *Assignment: 50% (It should not be more than 1500-word count)*
- *Presentation: 30% (It should be an individual presentation of 10 minutes of 850 words (Approximately) or maximum 10 slides)*
- *Examination: 20%*

Assessment Methods:

- *Assignments: Students will complete assignments that involve analysing macroeconomic data using statistical software and online databases, demonstrating their ability to apply theoretical concepts.*
- *Final Exam: A comprehensive online exam that evaluates students' overall grasp of macroeconomic principles, models, and data interpretation skills.*

- *The pass mark for the module will be set at 50%*

Reading List

Core texts*:*

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

Additional reading:

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

BBA611

Operating in a Global Context

Module Description

From a business perspective, the world is becoming a smaller place. Businesses need to be open to new ideas, new opportunities and a new way of operating. This means businesses need to expand and transform in what is a fast paced and dynamic environment. The aim of this unit is to encourage the exploration of key globalisation theories, concepts and models which will enable learners to gain an appreciation of the complexities of globalisation as well as the benefits globalisation presents to a business.

Learning Outcomes

Competences:

At the end of the Module the learner will have acquired the responsibility and autonomy to:

- *Analyse and navigate the complexities of globalisation, understanding its impact and implications for international business operations and strategies.*
- *Demonstrate competence in cross-cultural integration and adaptation, facilitating effective communication and collaboration within diverse global environments.*
- *Identify and leverage global economic, political, and technological trends to develop strategic opportunities for business growth and innovation.*
- *Assess and mitigate risks associated with global operations, applying resilience and adaptability to manage dynamic international market challenges.*
- *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:

At the end of the Module the learner will have been exposed to the following:

- *Understand the multidimensional aspects of globalisation, including political, social, economic, and technological factors, and their impact on global business operations.*
- *Recognize the key drivers of globalisation, such as economies of scale, protectionism, regional integration, and the role of international organisations like the WTO, and their effects on global business dynamics.*
- *Explain various global expansion strategies, including market seeking, diversification, and international alliances, and assess their implications for business success in different contexts.*
- *Apply advanced analytical frameworks and models, such as McKinsey's 7-S model and Hofstede's Cultural Dimensions, to analyse and manage complex global business*

operations effectively.

- *Discuss the dual nature of globalisation, addressing both opportunities and challenges, and evaluate how businesses can leverage these factors for competitive advantage in international markets.*

Skills:

At the end of the Module the learner will have acquired the following skills:

- *Develop and implement strategies for global expansion, including market entry and diversification approaches, tailored to the specific economic, political, and cultural contexts of international markets.*
- *Apply advanced analytical frameworks and models, such as McKinsey's 7-S model and Hofstede's Cultural Dimensions, to critically evaluate and manage global business operations.*
- *Utilise comprehensive knowledge of globalisation factors to make informed decisions on international business ventures, including the analysis of economic, political, and cultural influences.*
- *Adapt and tailor business practices and strategies to meet the diverse cultural, economic, and regulatory requirements of various global markets.*
- *Manage cross-cultural teams and international partnerships effectively by applying advanced communication and negotiation skills.*
- *Leverage technological tools and innovations to enhance global business operations and optimise opportunities in international markets.*

Module-Specific Learner Skills

Upon completion of the module, learners will demonstrate enhanced abilities in

- *Effective cross-cultural communication and collaboration skills in diverse global contexts.*
- *Proficient analysis and adaptation to global economic, political, and technological trends.*
- *Strategic decision-making abilities for global expansion and market penetration.*
- *Leadership and management skills tailored for international teams and operations.*
- *Critical thinking and problem-solving skills to navigate complex global challenges and opportunities.*

Module-Specific Digital Skills and Competences

Learners will develop digital skills and competencies including

- *Proficiency in utilising digital platforms for global market research and analysis.*

- *Competence in leveraging digital marketing tools for international brand promotion and customer engagement.*
- *Skillful use of digital communication platforms for cross-border collaboration and stakeholder engagement.*
- *Ability to navigate digital financial management systems for global transactions and currency exchange.*

Hours of Total Learning for this Module

- ***Total Contact Hours: 60***
  Contact Hours are hours invested in learning new content under the Direction of a tutor/lecturer e.g. lectures participation in online forums
- ***Supervised Placement and Practice Hours: 0***
  During these hours the learner is supervised, coached, or mentored.
- ***Self-Study Hours: 85***
  Estimated workload of research and study
- ***Assessment Hours: 5***
  Examinations/ presentations/ group work/ projects etc.
- ***Total Number of ECTS of this Module/Unit: 6 ECTS***

Total Learning Hours of this Module: 150 Hours

Pedagogy for this Module

The module on Operating in a Global Context will employ a mix of lectures, case studies, and discussions to explore globalisation theories, concepts, and models. Real-world examples will illustrate the complexities and benefits of globalisation, while interactive activities will engage learners in critical thinking. Guest speakers from global business backgrounds may provide practical insights. Overall, the teaching approach will foster a comprehensive understanding of globalisation's impact on business operations.".

Assessment Weightings:

- *Assignment: 50% (It should not be more than 1500-word count)*
- *Presentation: 30% (It should be an individual presentation of 10 minutes of 850 words (Approximately) or maximum 10 slides)*
- *Examination: 20%*

Assessment Methods:

- *Assignments will focus on exploration of key globalisation theories, concepts and models which will enable learners to gain an appreciation of the complexities of globalisation as*

well as the benefits globalisation presents to a business

- *Presentations will focus cross-cultural integration and adaptation, facilitating effective communication and collaboration in diverse global environments.*
- *Examinations will evaluate theoretical understanding, analytical skills, and practical application within the global business landscape, with questions mirroring real-world challenges encountered in international operations and management.*

The above shall be conducted using digital learning tools such as online assessment platforms and presentation software

The pass mark for the module will be set at 50%

Reading List

***Core texts**:*

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

Additional reading:

- *Bailey, S. (2017) Academic Writing: A Handbook for International Learners 5th edition, Routledge, London*
- *Global Business Today" by Charles W. L. Hill*
- *Globalisation and Its Discontents" by Joseph E. Stiglitz*

BBA612

Business Law for Managers

Module Description

All businesses and those employed by it must operate within the laws, legislation and regulations of the countries in which it conducts its activities. Some law only applies to specific types of business and their legal structure whereas other laws apply to any business irrespective of their operations and location. The aim of this module is, therefore, to support a learner's exploration of laws, legislation and regulations which apply in their home country and to different types of business.

Learning Outcomes

Competences:

At the end of the Module the learner will have acquired 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.*
- *Demonstrate competence in understanding and applying principles of business law, including company law, common law, civil law, criminal law, and statutory law, to address complex legal issues in business settings.*
- *Navigate legal systems and structures effectively, including court systems, government roles, and law enforcement agencies, to manage legal matters and ensure compliance with regulations.*
- *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.*

Knowledge:

At the end of the Module the learner will have been exposed to the following:

- *Understand the fundamental principles and concepts of business law, including the legal framework and regulatory environment that govern business operations.*
- *Explain 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.*
- *Identify the legal requirements and compliance obligations specific to different business types and their operational activities, including how these requirements impact business practices.*
- *Discuss the effects of legal and regulatory changes on business operations and management practices, demonstrating an awareness of how such changes influence strategic decision-making.*

- *Analyse real-world case studies to illustrate the application of business law, exploring how legal issues are addressed and resolved in various business scenarios.*
- *Recognize 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:

At the end of the Module the learner will have acquired the following skills:

- *Interpret and apply relevant laws, regulations, and legal principles to business operations and decision-making processes, demonstrating a professional approach to legal compliance.*
- *Conduct comprehensive legal research to identify and understand applicable laws and regulations for various business activities and structures, using both qualitative and quantitative information.*
- *Draft and review business contracts and agreements to ensure legal compliance and protect organisational interests, showcasing the ability to create legally sound documentation.*
- *Manage legal risk by identifying potential legal issues and implementing strategies to mitigate legal exposure, reflecting a proactive approach to legal risk management.*
- *Advise 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.*
- *Utilise 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

Upon completion of the module, learners will demonstrate enhanced abilities in

- *Advanced legal research skills for identifying and interpreting relevant statutes, case law, and legal precedents.*
- *Enhanced critical thinking and problem-solving abilities for analysing complex legal issues and proposing effective solutions.*
- *Improved written and oral communication skills for articulating legal arguments, drafting legal documents, and presenting legal opinions.*
- *Increased attention to detail and accuracy in understanding and applying legal principles to real-world business scenarios.*
- *Strengthened ethical reasoning and decision-making skills for navigating ethical dilemmas and upholding legal and moral integrity in managerial roles.*

Module-Specific Digital Skills and Competences

Learners will develop digital skills and competencies including

- *Learners will develop digital skills and competencies including*
- *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.*
- *Skillful use of 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.*

Hours of Total Learning for this Module

- ***Total Contact Hours: 60***
  Contact Hours are hours invested in learning new content under the Direction of a tutor/lecturer e.g. lectures participation in online forums
- ***Supervised Placement and Practice Hours: 0***
  During these hours the learner is supervised, coached, or mentored.
- ***Self-Study Hours: 85***
  Estimated workload of research and study
- ***Assessment Hours: 5***
  Examinations/ presentations/ group work/ projects etc.
- ***Total Number of ECTS of this Module/Unit: 6 ECTS***

Total Learning Hours of this Module: 150 Hours

Pedagogy for this Module

The module on Business Law for Managers will be taught a variety of teaching methods to facilitate learning. These include lectures to introduce key legal concepts, case studies to illustrate real-world applications of business law, and group discussions to encourage critical thinking and analysis. Practical exercises, such as mock legal scenarios or regulatory compliance assessments, will provide hands-on experience in applying legal principles to business situations. Additionally, guest speakers, and legal experts, may be incorporated to offer insights from professionals in the field. Overall, the teaching approach will be interactive

and participatory, allowing learners to develop a comprehensive understanding of business law and its implications for managerial decision-making.

Assessment Weightings:

- *Assignment: 50% (It should not be more than 1500-word count)*
- *Presentation: 30% (It should be an individual presentation of 10 minutes of 850 words (Approximately) or maximum 10 slides)*
- *Examination: 20%*

Assessment Methods:

- *Assignments may entail analysing case studies focused on legal principles, within the laws, legislation and regulations of the countries in which it conducts its activities This component evaluates students' ability to comprehend theoretical legal concepts and apply them effectively in practical situations within the Legal and corporate context.*
- *Presentations will require students to effectively communicate their findings from legal research and strategic recommendations. This evaluates their ability to convey intricate legal concepts clearly to an audience, while also assessing their skill in utilising digital tools to enhance clarity and impact.*
- *Examinations 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.*

The above shall be conducted using digital learning tools such as online assessment platforms and presentation software.

The pass mark for the module will be set at 50%

Reading List

***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 edition, McGraw-Hill Education, New York.*
- *Cheeseman, H. R. (2021) Business Law: Text and Cases, 11th edition, Pearson, London.*
- *Baker, J. R., & McKenzie, C. L. (2022) Business Law for Managers, Routledge, London.*
- *Miller, R. L., & Jentz, G. A. (2021) Business Law and the Regulation of Business, 11th edition, Cengage Learning, Boston.*

- *Beatty, J. F., Samuelson, S. S., & Baucus, M. S. (2023) Business Law and the Regulation of Business, 12th edition, Cengage Learning, Boston.*

- *Adams, A. et al (2020) Law for Business Learners 4 th edition, Pearson, Harlow*
- *Kelly, D. (2020) Business Law, Routledge, London.*

Additional reading:

- *Smith and Roberson's Business Law by Richard A. Mann and Barry S. Roberts*
- *Business Law: A Hands-On Approach by Neal Bevans*
- *Dynamic Business Law: The Essentials by Nancy Kubasek, M. Neil Browne, and Daniel J. Herron Legal Aspects of Business by Keith Abbott.*

BBA613

Management Accounting and Decision Making

Module Description

Management accounting provides business managers with financial information required to achieve business objectives. This requires effective decision making based on the timeliness and accuracy of financial information. The aim of this module is to provide learners with an awareness of the scope and purpose of management accounting, so they are able to support effective decision making within a business.

Learning Outcomes

Competences:

At the end of the Module the learner will have acquired the responsibility and autonomy to:

- *Apply management accounting techniques to improve cost control and enhance decision-making within complex business environments.*
- *Prepare and analyse financial reports to support strategic business decisions and evaluate financial performance effectively.*
- *Utilise investment appraisal methods to assess potential investments and make data-driven decisions aligned with organisational goals.*
- *Implement budgetary control measures to monitor financial performance and manage resources efficiently in dynamic business contexts.*

Knowledge:

At the end of the Module the learner will have been exposed to the following:

- *Understand the fundamental principles and concepts of management accounting and their role in enhancing decision-making processes.*
- *Explain key management accounting techniques, such as cost behaviour analysis, budgeting, and variance analysis, and their application in strategic business decision-making.*
- *Identify different types of cost classifications and their impact on financial reporting and managerial decisions.*
- *Discuss how management accounting information supports strategic planning, performance measurement, and operational control.*
- *Analyse financial data and reports to evaluate business performance and inform managerial decision-making.*
- *Recognize the importance of management accounting in aligning financial management practices with organisational goals and strategic objectives.*

Skills:

At the end of the Module the learner will have acquired the following skills:

- *Develop detailed cost models to analyse cost behaviour and profitability within a business context, aiding in strategic decision-making.*
- *Create and manage comprehensive budgets and financial forecasts to guide both strategic and operational planning in a dynamic business environment.*
- *Apply management accounting techniques, such as variance analysis and break-even analysis, to assess financial performance and support data-driven decision-making.*
- *Evaluate financial performance using key metrics and reports to make informed decisions on resource allocation and enhance operational efficiency.*
- *Utilise cost information to design and implement cost-control strategies, improving financial outcomes within an organisational setting.*
- *Communicate management accounting findings and recommendations clearly to stakeholders, ensuring informed and effective strategic decisions.*

Module-Specific Learner Skills

Upon completion of the module, learners will demonstrate enhanced abilities in

- *Advanced analytical skills for interpreting financial data and making informed managerial decisions based on cost and performance analysis.*
- *Enhanced problem-solving abilities to address complex business challenges and optimise resource allocation through budgetary control techniques.*
- *Improved communication skills for effectively conveying financial information to stakeholders and facilitating decision-making processes.*
- *Proficient use of management accounting tools and techniques to support strategic planning, investment appraisal, and performance evaluation.*

Module-Specific Digital Skills and Competences

Learners will develop digital skills and competencies including

- *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.*
- *Skillful use of 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.*

Hours of Total Learning for this Module

- ***Total Contact Hours: 60***
  Contact Hours are hours invested in learning new content under the Direction of a tutor/lecturer e.g. lectures participation in online forums
- ***Supervised Placement and Practice Hours: 0***
  During these hours the learner is supervised, coached, or mentored.
- ***Self-Study Hours: 85***
  Estimated workload of research and study
- ***Assessment Hours: 5***
  Examinations/ presentations/ group work/ projects etc.
- ***Total Number of ECTS of this Module/Unit: 6 ECTS***

Total Learning Hours of this Module: 150 Hours

Pedagogy for this Module

This module will be taught a combination of lectures, case studies, and interactive exercises to teach management accounting and decision-making concepts. Lectures will cover fundamental principles and theories, while case studies will provide real-world examples of how management accounting informs decision-making processes. Interactive exercises will allow learners to apply theoretical knowledge to practical scenarios, honing their analytical skills and decision-making abilities. Additionally, guest speakers from industry and hands-on projects will offer insights into the practical application of management accounting in different business contexts. Overall, the teaching approach will emphasise active engagement and practical skill development to prepare learners for supporting effective decision-making within businesses.

Assessment Weightings:

- *Assignment: 50% (It should not be more than 1500-word count)*
- *Presentation: 30% (It should be an individual presentation of 10 minutes of 850 words (Approximately) or maximum 10 slides)*
- *Examination: 20%*

Assessment Methods:

- *Assignments may involve analysing case studies and applying management accounting techniques to make informed decisions. This component assesses students' ability to utilise theoretical concepts in practical scenarios to support decision-making processes.*
- *Presentations will require students to effectively communicate their analysis and recommendations using management accounting data. This evaluates their capacity to*

present complex information clearly and persuasively, enhancing their proficiency in conveying insights to stakeholders.

- *Examinations 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.*

The above shall be conducted using digital learning tools such as online assessment platforms and presentation software.

The pass mark for the module will be set at 50%

Reading List

***Core texts**:*

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

Additional reading:

- *Managerial Accounting: Creating Value in a Dynamic Business Environment" by Ronald W. Hilton and David E. Platt*
- *Management Accounting for Decision Makers" by Peter Atrill and Eddie McLaney*
- *Management and Cost Accounting" by Colin Drury*
- *Management Accounting: Principles and Practice" by A. L. Withers.*

BBA614

Start-up: Conception to Market

Module Description

Many people dream of setting up their own business but are not aware of what is required, what support is available and what personal qualities are necessary the aim of this module therefore, is to consolidate previous learning where learners employ the knowledge and skills of disciplines such as business strategy, financial planning, accounting, and management to produce a viable business plan.

Learning Outcomes

Competences:

At the end of the Module the learner will have acquired the responsibility and autonomy to:

- *Demonstrate the ability 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.*
- *Apply entrepreneurial skills such as financial management, problem-solving, negotiation, and project management to navigate and resolve the complex challenges associated with starting and running a business.*
- *Comprehend and implement the legal requirements for business start-up, including formalised business structures, operating licences, insurance, and taxation registration, to ensure full compliance with regulatory frameworks.*

Knowledge:

At the end of the Module the learner will have been exposed to the following:

- *Understand the key stages and processes of starting a business, from conception through to market launch, incorporating advanced concepts and practices at the forefront of entrepreneurship.*
- *Explain the principles of opportunity identification, business idea generation, and market research, integrating detailed theoretical and practical knowledge to assess the feasibility of a business concept.*
- *Identify the essential components of a business plan, including market analysis, financial planning, and operational strategies, utilising complex methods and tools in business planning and innovation.*
- *Discuss the legal and regulatory requirements for establishing and operating a new business, including registration, licensing, and compliance, considering relevant social and ethical issues.*
- *Analyse strategies for product development, market entry, and scaling a start-up to*

achieve sustainable growth and competitive advantage, applying critical understanding of theories and practical methodologies.

- *Recognize the role of innovation and entrepreneurship in creating value and driving the success of a new business venture, reflecting an advanced understanding of current trends and practices in the field.*

Skills:

At the end of the Module the learner will have acquired the following skills:

- *Develop a comprehensive business plan, including market analysis, financial projections, and operational strategies, to effectively guide the start-up process and ensure a professional approach to business management.*
- *Conduct in-depth market research to identify target audiences, assess market needs, and validate business ideas, using qualitative and quantitative techniques to inform strategic decisions.*
- *Create and refine a viable business model and value proposition based on research findings and market demands, demonstrating the ability to apply knowledge in a practical and innovative manner.*
- *Prepare and present a compelling pitch or proposal to attract investors, stakeholders, or partners, effectively communicating business concepts and strategies to both specialist and non-specialist audiences.*
- *Implement the necessary legal and regulatory steps to register and establish the business, including obtaining licences and permits, reflecting a professional understanding of compliance requirements.*
- *Design and execute strategies for product development, market entry, and early-stage growth, ensuring successful launch and establishment of the business in the market through well-informed decision-making and strategic planning.*

Module-Specific Learner Skills

Upon completion of the module, learners will demonstrate enhanced abilities in

- *Proficiency in conducting market research and analysing industry trends to identify target markets, assess competition, and capitalise on emerging opportunities.*
- *Enhanced skills in building and maintaining strong customer relationships, understanding consumer needs, and delivering value-added solutions.*
- *Ability to identify potential risks associated with business start-up and implement risk mitigation strategies to safeguard the venture's interests.*

Module-Specific Digital Skills and Competences

Learners will develop digital skills and competencies including

- *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.*

Hours of Total Learning for this Module

- ***Total Contact Hours: 60***
  Contact Hours are hours invested in learning new content under the Direction of a tutor/lecturer e.g. lectures participation in online forums
- ***Supervised Placement and Practice Hours: 0***
  During these hours the learner is supervised, coached, or mentored.
- ***Self-Study Hours: 85***
  Estimated workload of research and study
- ***Assessment Hours: 5***
  Examinations/ presentations/ group work/ projects etc.
- ***Total Number of ECTS of this Module/Unit: 6 ECTS***

Total Learning Hours of this Module: 150 Hours

Pedagogy for this Module

This module on Business Start-up: Conception to Market employs a dynamic and interactive teaching approach, blending various methods for comprehensive learning. Lectures cover foundational knowledge of start-up resources, personal skills, legal requirements, and business planning. Workshops and group discussions enable hands-on learning, applying theory to practical scenarios and fostering problem-solving skills. Extensive use of case studies and real-world examples promotes critical thinking. Guest speakers offer industry insights, while collaborative projects and presentations develop teamwork and leadership. Online resources complement classroom learning, allowing for deeper exploration. Overall, this approach equips students with the knowledge, skills, and mindset needed for successful business start-ups.

Assessment Weightings:

- *Presentation:30% (It should be an individual presentation of 10 minutes of 850 words (Approximately) or maximum 10 slides)*

- *Case Study Analysis: :30% (Maximum word count for case analysis, its conclusion*

should be 750-1000 words)

- *Startup Ideation (Group Project):40% (word count for group project should be in the range of 1500-2500 words)*

The above shall be conducted using digital learning tools such as online assessment platforms and presentation software.

The pass mark for the module will be set at 50%

Reading List

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

Additional reading:

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

BBA615

Digital Strategy of Business

Module Description

In this module learners will develop an understanding of how digital technologies impact on business practices. Learners will explore how technologies can support business objectives, drive interaction with customers, boost sales and help provide high levels of customer service. The module will allow learners understanding of the practical and necessary use and application of relevant technologies and how to apply modern digital methods to businesses.

Learning Outcomes

Competences:

At the end of the Module the learner will have acquired the responsibility and autonomy to:

- *Demonstrate a 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.*
- *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.*
- *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.*

Knowledge:

At the end of the Module the learner will have been exposed to the following:

- *Assess the impact of digital technologies on contemporary business practices, evaluating their influence on business operations and strategic development.*
- *Explain how digital technologies support and enhance business objectives, including the improvement of customer interaction, driving sales, and delivering high levels of customer service.*
- *Identify key digital tools and platforms relevant to modern businesses, such as social media, e-commerce systems, and customer relationship management (CRM) software, and explain their applications in business contexts.*
- *Discuss the role of data analytics and digital marketing in shaping business strategies and optimising performance, demonstrating a critical understanding of these methods.*
- *Analyse case studies to evaluate the effectiveness of digital strategies and technologies in achieving business goals, applying theoretical and practical knowledge to real-world scenarios.*

- *Recognize best practices for integrating digital methods into business processes, enhancing efficiency, customer engagement, and competitive advantage.*

Skills:

At the end of the Module the learner will have acquired the following skills:

- *Develop and implement digital strategies that align with business objectives, enhancing customer engagement and boosting sales.*
- *Utilise digital tools and platforms, such as social media and CRM systems, to optimise customer interactions and improve service delivery.*
- *Create and execute digital marketing campaigns using data analytics and insights, driving targeted outreach and measuring performance.*
- *Apply digital technologies to streamline business operations, improve process efficiency, and support strategic decision-making.*
- *Design and manage e-commerce systems and online sales channels to enhance user experience and increase revenue.*
- *Evaluate the effectiveness of digital strategies through performance metrics and analytics, making data-driven adjustments to improve business outcomes.*

Module-Specific Learner Skills

Upon completion of the module, learners will demonstrate enhanced abilities in

- *Proficiency in using digital tools, platforms, and applications.*
- *Ability to effectively convey ideas and information using digital communication channels.*

Module-Specific Digital Skills and Competences

Learners will develop digital skills and competencies including

- *Proficiency in utilising digital tools and platforms effectively.*
- *Capacity to navigate online environments and utilise digital resources.*
- *Skill in leveraging digital communication channels for effective collaboration.*
- *Competence in analysing digital data and extracting meaningful insights.*
- *Ability to adapt to and learn new digital technologies rapidly.*

Hours of Total Learning for this Module

- ***Total Contact Hours: 60***

Contact Hours are hours invested in learning new content under the Direction of a tutor/lecturer e.g. lectures participation in online forums

- ***Supervised Placement and Practice Hours: 0***
  During these hours the learner is supervised, coached, or mentored.
- ***Self-Study Hours: 85***
  Estimated workload of research and study
- ***Assessment Hours: 5***
  Examinations/ presentations/ group work/ projects etc.
- ***Total Number of ECTS of this Module/Unit: 6 ECTS***

Total Learning Hours of this Module: 150 Hours

Pedagogy for this Module

This module on Digital Strategy of Business will employ a comprehensive approach, integrating lectures, case studies, group discussions, and practical exercises. Lectures will establish the foundational principles of digital strategy, while case studies will provide real-world examples for in-depth analysis. Engaging in group discussions will enable students to apply critical thinking skills and relevant concepts to digital business scenarios. Practical exercises will offer opportunities for hands-on application of strategic frameworks in addressing digital business challenges. Additionally, guest lectures by industry experts and interactive simulations may be incorporated to enrich the learning experience. Continuous assessment through assignments, presentations, and exams will ensure students acquire and apply digital strategy concepts effectively.

Assessment Weightings:

- *Assignment: 50% (It should not be more than 1500-word count)*
- *Presentation: 30% (It should be an individual presentation of 10 minutes of 850 words (Approximately) or maximum 10 slides)*
- *Examination: 20%*

Assessment Methods:

- *Assignments will involve analysing case studies and applying digital strategy techniques to make informed decisions. This component assesses students' ability to utilise theoretical concepts in practical scenarios to support strategic decision-making in a digital context.*
- *Presentations will require students to effectively communicate 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 a digital framework.*

- *Examinations 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.*

The above shall be conducted using digital learning tools such as online assessment platforms and presentation software.

The pass mark for the module will be set at 50%

Reading List

***Core texts**:*

- *Chaffey, D., & Ellis-Chadwick, F. (2023) Digital Marketing: Strategy, Implementation, and Practice, 8th edition, Pearson, London.*
- *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 edition, Wiley, Hoboken.*
- *Kane, G. C., Palmer, D., Phillips, A. N., & Kiron, D. (2021) Strategy, not Technology, Drives Digital Transformation, MIT Sloan Management Review, Cambridge.*
- *McDonald, M., & Wilson, H. (2021) Marketing Plans: A Complete Guide, 9th edition, Wiley, Hoboken.*
- *Sterne, J. (2022) Social Media Metrics: How to Measure and Improve Your ROI, 2nd edition, Wiley, Hoboken.*
- *Bocij, P., Greasley, A. And Hickie, S. (2018) Business Information Systems – Technology, Development and Management for Modern Business. 6th Ed. Harlow: Pearson.*
- *Chaffey, D. (2019) Digital Business and E-Commerce Management: Strategy, Implementation and Practice. 7th Ed. Harlow: Pearson*

Additional reading:

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

BBA616

Academic Writing and Research Skills

Module Description

Engaging in academic research and writing will help students to interpret and evaluate sources of information and evidence before becoming involved in the production of evidence based logical arguments. The aim of this module is, therefore, to support the exploration of key topics which form part of the academic research and writing process so that learners will be able to achieve greater success and recognition in their studies .

Learning Outcomes

Competences:

At the end of the Module the learner will have acquired the responsibility and autonomy to:

- *Execute written and oral communication tasks in diverse professional and academic contexts, adapting 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 communication standards, demonstrating creativity and initiative.*
- *Evaluate and enhance personal communication skills to maintain and improve positive professional relationships, fostering ongoing development and autonomy.*

Knowledge:

At the end of the Module the learner will have been exposed to the following:

- *Apply academic writing principles to produce well-structured and coherent essays and reports in complex academic and professional contexts.*
- *Implement advanced research techniques to locate, evaluate, and integrate credible and diverse sources into written work, demonstrating a critical understanding of research principles.*
- *Demonstrate critical thinking by analysing and synthesising information from multiple sources, applying relevant theoretical frameworks in academic writing.*
- *Plan and organise research projects by identifying appropriate research questions, selecting suitable methodologies, and critically assessing ethical considerations.*
- *Utilise academic databases and digital tools proficiently to gather, manage, and cite scholarly references with precision.*
- *Compose academic essays that adhere to advanced grammar, style, and citation standards, reflecting awareness of social and ethical issues in the field of study.*

Skills:

At the end of the Module the learner will have acquired the following skills:

- *Develop clear, concise, and well-structured academic writing using appropriate language, tone, and formatting for both specialist and non-specialist audiences.*
- *Apply critical analysis to evaluate and synthesise information from diverse academic sources, reflecting on relevant social, scientific, or ethical issues.*
- *Demonstrate proficiency in academic citation and referencing by accurately applying various citation styles and standards.*
- *Construct logical, evidence-based arguments that address complex problems, ensuring coherence, flow, and critical engagement in written work.*
- *Revise and edit academic texts systematically, improving clarity, coherence, and grammatical accuracy to meet professional standards.*
- *Present research findings effectively using both written and oral formats, communicating ideas and solutions to diverse audiences.*

Module-Specific Learner Skills

Upon completion of the module, learners will demonstrate enhanced abilities in

- *Define essential terms and concepts in business communication, including channels, formal vs informal communication, and communication barriers.*
- *Identify the principles of effective written communication such as clarity, coherence, appropriate tone and conciseness*
- *List various business communication modes such as memos, reports, presentations, emails and describe their individual purpose*
- *Describe the impact of cultural diversity on business communication.*

Module-Specific Digital Skills and Competences

Learners will develop digital skills and competencies including

- *Apply advanced search techniques to locate relevant academic sources.*
- *Organise and manage research materials using digital platforms.*
- *Enhance academic writing using digital writing tools.*
- *Incorporate multimedia elements into academic documents effectively.*
- *Adhere to ethical considerations in digital research and writing.*
- *Collaborate using digital communication and collaboration tools.*

- *Adapt digital skills to different academic disciplines.*

Hours of Total Learning for this Module

- ***Total Contact Hours: 60***
  Contact Hours are hours invested in learning new content under the Direction of a tutor/lecturer e.g. lectures participation in online forums
- ***Supervised Placement and Practice Hours: 0***
  During these hours the learner is supervised, coached, or mentored.
- ***Self-Study Hours: 85***
  Estimated workload of research and study
- ***Assessment Hours: 5***
  Examinations/ presentations/ group work/ projects etc.
- ***Total Number of ECTS of this Module/Unit: 6 ECTS***

Total Learning Hours of this Module: 150 Hours

Pedagogy for this Module

The module on Academic Writing and Research Skills will be taught through a structured and participatory approach. Lectures will introduce key topics related to academic research and writing, such as information evaluation and logical argumentation. Practical workshops will provide hands-on experience in conducting research, evaluating sources, and developing well-structured arguments. Interactive discussions and peer feedback sessions will foster critical thinking and collaboration among learners. Additionally, individualised guidance from instructors will support learners in refining their writing skills and achieving academic success. Overall, the teaching approach will be interactive and tailored to empower learners to excel in their studies through effective research and writing practices.

Assessment Weightings:

- *Critical Analysis Report :30% (It should not be more than 1500-word count)*
- *Academic Essays :30% (Maximum word count for Essay should be 750-1000 words)*
- *Presentation:40% (It should be an individual presentation of 10 minutes of 850 words (Approximately) or maximum 10 slides)*

The above shall be conducted using digital learning tools such as online assessment platforms and presentation software.

The pass mark for the module will be set at 50%

Reading List

Core texts*:*

- *Godfrey, J. (2021) The Student Phrase Book: Vocabulary for Writing at University, 2nd edition, Palgrave Macmillan, London.*
- *Greetham, B. (2022) How to Write Your Undergraduate Dissertation, 4th edition, Red Globe Press, London.*
- *Cottrell, S. (2021) Critical Thinking Skills: Effective Analysis, Argument, and Reflection, 3rd edition, 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 edition, Open University Press, London.*
- *Cotrell, S. (2019) The Study Skills Handbook 5th edition, 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. U*
- *Silva, A. (2022) Business Administration: Theory and Practice.*

BBA617

Operations Management

Module Description

The aim of this module is to provide learners with an understanding of the production/operations management function in both manufacturing and service industries and to introduce key issues and techniques in operations management.

Learning Outcomes

Competences:

At the end of the Module the learner will have acquired the responsibility and autonomy to:

- *Demonstrate a comprehensive understanding of the principles and practices of Operations Management and their significance for organisational success in dynamic environments.*
- *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.*
- *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.*

Knowledge:

At the end of the Module the learner will have been exposed to the follwing:

- *Understand the core concepts and principles of operations management, including production processes, supply chain management, and quality control in modern organisational contexts.*
- *Explain the role of operations management in optimising efficiency, productivity, and competitiveness within organisations.*
- *Identify key metrics and performance indicators, such as cycle time, throughput, and inventory turnover, used to evaluate and improve operational performance.*
- *Discuss various operational strategies and models, including Lean, Six Sigma, and Just-in-Time (JIT), and their application in different business environments.*
- *Analyse the impact of technology and innovation, such as automation, data analytics, and digital transformation, on operations management.*
- *Recognize the importance of capacity planning, demand forecasting, and resource allocation in managing operational workflows and achieving business objectives.*

Skills:

At the end of the Module the learner will have acquired the following skills:

- *Design and implement efficient production processes and workflows to optimise resource utilisation and minimise waste.*
- *Apply operational strategies such as Lean, Six Sigma, and Just-in-Time (JIT) to improve process efficiency and product quality in different business contexts.*
- *Utilise key metrics and performance indicators, such as cycle time, throughput, and inventory levels, to monitor, evaluate, and enhance operational performance.*
- *Conduct capacity planning and demand forecasting to ensure adequate resource allocation and alignment with organisational objectives.*
- *Implement technology solutions and innovations, including automation and data analytics, to enhance operational capabilities and support digital transformation.*
- *Manage supply chain operations, including procurement, inventory management, and logistics, to ensure timely and cost-effective delivery of goods and services.*

Module-Specific Learner Skills

Upon completion of the module, learners will demonstrate enhanced abilities in

- *Ability to analyse data and information to identify patterns, trends, and areas for improvement in operations management processes.*
- *Capacity to identify, evaluate, and solve complex problems encountered in operations management, using critical thinking and creativity.*
- *Competence in making informed decisions based on analysis, evaluation, and consideration of multiple factors and stakeholders' interests.*
- *Effectively convey ideas, information, and solutions to various stakeholders through verbal, written, and visual communication channels.*
- *Flexibility to adapt to changing circumstances, new technologies, and evolving best practices in operations management, while maintaining performance and productivity.*

Module-Specific Digital Skills and Competences

Learners will develop digital skills and competencies including

- *Proficiency in using digital tools and platforms.*
- *Ability to navigate online environments effectively.*
- *Capacity to communicate and collaborate digitally.*
- *Competence in digital information management.*
- *Skills in utilising technology for learning and professional development.*

Hours of Total Learning for this Module

- ***Total Contact Hours: 60***
  Contact Hours are hours invested in learning new content under the Direction of a tutor/lecturer e.g. lectures participation in online forums
- ***Supervised Placement and Practice Hours: 0***
  During these hours the learner is supervised, coached, or mentored.
- ***Self-Study Hours: 85***
  Estimated workload of research and study
- ***Assessment Hours: 5***
  Examinations/ presentations/ group work/ projects etc.
- ***Total Number of ECTS of this Module/Unit: 6 ECTS***

Total Learning Hours of this Module: 150 Hours

Pedagogy for this Module

This module on operations management will delve into the core principles and practices essential for overseeing production in both manufacturing and service sectors. Learners will explore topics like process design, capacity planning, and inventory management to optimise resource utilisation and enhance efficiency. Through the study of quality management techniques and supply chain strategies, participants will gain the skills needed to streamline operations and drive organisational success.

Assessment Weightings:

- *Assignment: 50% (It should not be more than 1500-word count)*
- *Presentation: 30% (It should be an individual presentation of 10 minutes of 850 words (Approximately) or maximum 10 slides)*
- *Examination: 20%*

Assessment Methods:

- *Assignments will involve analysing case studies in various operational scenarios and developing strategies to enhance operational efficiency.*
- *Presentations will require students to deliver their findings and insights on operational management using digital presentation tools.*
- *Examinations will assess theoretical understanding, analytical skills, and the application of concepts, incorporating questions that reflect real-world operational challenges and scenarios.*

The above shall be conducted using digital learning tools such as online assessment platforms and presentation software.

The pass mark for the module will be set at 50%

Reading List

***Core texts**:*

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

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).*

BBA618

Cost Accounting

Module Description

The aim of this module is to demonstrate the links between business decision making, risk assessment and financial information. Learners will understand how businesses are financed through their fixed and working capital requirements and how the financial Management of each organisation is influenced by its governance and ownership structure.

Learning Outcomes

Competences:

At the end of the Module the learner will have acquired 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, developing cost-efficient operational processes and training team members to improve financial performance and reporting accuracy.*

Knowledge:

At the end of the Module the learner will have been exposed to the following:

- *Explain the fundamental concepts and principles of cost accounting, including cost behaviour, cost allocation, and cost classification in a business context.*
- *Examine various cost accounting systems, such as job order costing, process costing, and activity-based costing, and their applications across different business environments.*
- *Identify key cost management techniques, including budgeting, variance analysis, and standard costing, and their role in supporting financial decision-making.*
- *Discuss the impact of cost accounting on pricing strategies, profitability analysis, and financial performance evaluation.*
- *Analyse how cost accounting information is applied in internal management decisions, including cost control, performance measurement, and resource allocation.*
- *Recognize the importance of ethical considerations and regulatory requirements in*

cost accounting practices and financial reporting.

Skills:

At the end of the Module the learner will have acquired the following skills:

- *Apply cost accounting techniques to accurately allocate and track costs across various costing systems, including job order costing and process costing.*
- *Develop and utilise budgets, standard costs, and variance analysis to monitor and control financial performance, identifying opportunities for improvement.*
- *Conduct cost analysis to support pricing decisions, profitability analysis, and financial forecasting, enabling informed managerial decisions.*
- *Prepare detailed cost reports and statements to provide actionable insights for internal management and enhance financial planning.*
- *Implement cost control measures and performance metrics to improve operational efficiency and reduce waste in business processes.*
- *Utilise cost accounting software and tools to streamline data collection, analysis, and reporting, improving accuracy and efficiency in financial management.*

Module-Specific Learner Skills

Upon completion of the module, learners will demonstrate enhanced abilities in

- *Effective communication of financial insights, 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 across business operations.*
- *Skillful application of 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 working 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.*

Hours of Total Learning for this Module

- ***Total Contact Hours: 60***
  Contact Hours are hours invested in learning new content under the Direction of a tutor/lecturer e.g. lectures participation in online forums
- ***Supervised Placement and Practice Hours: 0***
  During these hours the learner is supervised, coached, or mentored.
- ***Self-Study Hours: 85***
  Estimated workload of research and study
- ***Assessment Hours: 5***
  Examinations/ presentations/ group work/ projects etc.
- ***Total Number of ECTS of this Module/Unit: 6 ECTS***

Total Learning Hours of this Module: 150 Hours

Pedagogy for this Module

This module will be taught to explore financial decision making, emphasising its integration with risk assessment and financial information analysis. Learners will delve into strategies for optimising working capital management to ensure liquidity and mitigate risks effectively. By mastering financial analysis techniques and risk management principles, participants will gain the skills needed to make informed decisions vital for organisational success.

Assessment Weightings:

- *Assignment: 50% (It should not be more than 1500-word count)*

- *Presentation: 30% (It should be an individual presentation of 10 minutes of 850 words (Approximately) or maximum 10 slides)*

- *Examination: 20%*

Assessment Methods:

- *Assignments will entail analysing case studies and financial scenarios to make informed decisions.*

- *Presentations will require students to communicate financial analysis and decision-making processes effectively.*

- *Examinations will assess theoretical understanding, analytical skills, and the ability to apply financial concepts in various decision-making contexts.*

The above shall be conducted using digital learning tools such as online assessment platforms and presentation software.

The pass mark for the module will be set at 50%

Reading List

***Core texts**:*

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

Additional reading:

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

BBA619

Sustainable Business Practices

Module Description

The aim of this module is to raise learners' awareness of sustainable development issues and how they impact on the strategic development of businesses. Learners will be expected to demonstrate their understanding of sustainability and its effect on business organisations.

Learning Outcomes

Competences:

At the end of the Module the learner will have acquired 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 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 the legal and regulatory frameworks governing sustainable business practices, assessing their implications on 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:

At the end of the Module the learner will have been exposed to the following:

- *Understand the principles and concepts of sustainable development, including environmental, social, and economic dimensions, and their application in modern business contexts.*
- *Explain the impact of sustainability issues on business strategy, detailing how environmental regulations, social responsibilities, and ethical considerations shape organisational decision-making processes.*
- *Identify 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.*
- *Discuss the role of sustainable business practices in gaining competitive advantage, enhancing brand reputation, and fulfilling stakeholder expectations.*
- *Analyse case studies of businesses that have effectively implemented sustainable*

practices, evaluating the strategies employed and their outcomes.

- *Recognize the challenges and opportunities associated with integrating sustainability into business operations and strategy, including aspects of risk management and innovation.*

Skills:

At the end of the Module the learner will have acquired the following skills:

- *Develop and implement sustainability strategies and initiatives that align with organisational goals, addressing environmental, social, and economic impacts within the business context.*
- *Conduct sustainability assessments and audits to evaluate the effectiveness of current practices, identifying and proposing improvements based on analytical data.*
- *Create and manage sustainability reports and documentation in accordance with recognized frameworks and standards, such as the Global Reporting Initiative (GRI) and the UN Sustainable Development Goals (SDGs).*
- *Integrate sustainable practices into business processes and decision-making, including supply chain management, product development, and operations, to enhance overall business performance.*
- *Communicate sustainability initiatives and performance effectively to stakeholders, including customers, employees, and investors, using appropriate communication channels and tools.*
- *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

Upon completion of the module, learners will demonstrate enhanced abilities in

- *Enhanced critical thinking skills to analyse complex sustainability issues and propose innovative solutions.*
- *Improved ability to apply interdisciplinary knowledge to address economic, social, and environmental aspects of sustainable business practices.*
- *Strengthened communication skills to effectively convey sustainability concepts and strategies to diverse stakeholders.*
- *Increased capability to navigate and interpret legal and regulatory frameworks related to sustainable business practices.*

Module-Specific Digital Skills and Competences

Learners will develop digital skills and competencies including

- *Proficiency in using digital sustainability assessment tools and software for analysing environmental impact and carbon footprint.*

- *Competence in leveraging digital platforms for stakeholder engagement and communication regarding sustainable business practices.*

- *Skill in utilising data analytics tools to monitor and evaluate the performance of sustainability initiatives and track progress towards sustainability goals.*

- *Ability to implement digital supply chain management systems for monitoring and optimising the sustainability of supply chain processes.*

Hours of Total Learning for this Module

- ***Total Contact Hours: 60***
  Contact Hours are hours invested in learning new content under the Direction of a tutor/lecturer e.g. lectures participation in online forums
- ***Supervised Placement and Practice Hours: 0***
  During these hours the learner is supervised, coached, or mentored.
- ***Self-Study Hours: 85***
  Estimated workload of research and study
- ***Assessment Hours: 5***
  Examinations/ presentations/ group work/ projects etc.
- ***Total Number of ECTS of this Module/Unit: 6 ECTS***

Total Learning Hours of this Module: 150 Hours

Pedagogy for this Module

The Sustainable Business Practices module will employ a combination of lectures, discussions, presentation and case studies to raise awareness of sustainability's impact on business strategy. Students will demonstrate their understanding of sustainability principles and their relevance to organisational development through various practical exercises and assessments.

Assessment Weightings:

- *Assignment: 50% (It should not be more than 1500-word count)*

- *Presentation: 30% (It should be an individual presentation of 10 minutes of 850 words (Approximately) or maximum 10 slides)*

- *Examination: 20%*

Assessment Methods:

- *Assignments will engage students in Sustainable Business Practices, concepts and strategies vital for managerial decision-making, emphasising the integration of digital tools and technologies.*

- *Presentations will cover digital sustainability assessment tools and software for analysing environmental impact and carbon footprint.*

- *Examinations will evaluate students' theoretical understanding, analytical prowess, and their capability to apply diverse sustainability-driven decision-making contexts.*

The above shall be conducted using digital learning tools such as online assessment platforms and presentation software.

The pass mark for the module will be set at 50%

Reading List

***Core texts**:*

- *Schaltegger, S., Bennett, M., & Burritt, R. (2021) Sustainability Accounting and Reporting, 2nd edition, 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.*

BBA620

Management Accounting

Module Description

The aim of the module is for learners to develop their skills in management accounting, including preparation of budgets, costing, capital expenditure appraisal, and to apply these skills to a real-world case or case study.

Learning Outcomes

Competences:

At the end of the Module the learner will have acquired 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:

At the end of the Module the learner will have been exposed to the following:

- *Understand the fundamental concepts and principles of management accounting, including cost behaviour, cost allocation, and budgeting, and assess their impact on organisational financial strategies.*
- *Explain various cost accounting methods, such as job costing, process costing, and activity-based costing, and evaluate their applications in decision-making and performance evaluation within complex business environments.*
- *Describe key financial and managerial reports, including variance analysis, cost-volume-profit analysis, and break-even analysis, and examine their role in strategic planning and organisational performance.*
- *Identify and discuss the use of financial metrics and ratios in evaluating organisational performance, profitability, and cost management, and apply these metrics to assess business health and effectiveness.*
- *Recognize the importance of budgeting and forecasting techniques in financial planning and control, including master budgets and flexible budgets, and evaluate their effectiveness in managing organisational resources.*

- *Analyse the role of management accounting information in supporting strategic decisions, such as pricing, product mix, and resource allocation, and assess its contribution to overall business strategy and sustainability.*

Skills:

At the end of the Module the learner will have acquired the following skills:

- *Prepare and analyse detailed cost reports and financial statements, including variance reports and cost-volume-profit analysis, to support managerial decision-making and enhance financial control.*
- *Develop and implement budgets and financial forecasts, including master budgets, flexible budgets, and cash flow projections, to guide business planning, resource allocation, and financial control.*
- *Apply various costing methods, such as job costing, process costing, and activity-based costing, to accurately allocate and manage costs within an organisation, enhancing cost management practices.*
- *Conduct variance analysis to identify deviations from budgeted performance, evaluate their causes, and recommend corrective actions to improve financial outcomes and operational efficiency.*
- *Utilise financial metrics and ratios to assess organisational performance, profitability, and efficiency, and make informed recommendations for strategic and operational improvements.*
- *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

Upon completion of the module, learners will demonstrate enhanced abilities in

- *Learners will exhibit improved skills in analysing costs and identifying cost-saving opportunities within business operations.*
- *Learners will demonstrate the capacity to make informed strategic decisions based on financial data and analysis provided by management accounting techniques.*
- *Learners will develop proficiency in budget-setting and monitoring, enabling them to effectively manage financial resources and achieve organisational goals.*
- *Learners will be able to evaluate the financial performance of projects or departments using management accounting tools and techniques, allowing for better resource allocation and performance improvement initiatives.*

Module-Specific Digital Skills and Competences

Learners will develop digital skills and competencies including

- *Learners will gain expertise in effectively utilising digital tools, software, and platforms.*
- *Learners will cultivate proficiency in efficiently and securely organising, storing, and managing digital data.*
- *Learners will strengthen their capacity to collaborate effectively with others utilising digital collaboration tools and platforms.*
- *Learners will refine their abilities to communicate clearly and professionally across diverse digital communication channels.*
- *Learners will acquire the skills to adeptly leverage digital technology for problem-solving and streamlining workflows.*

Hours of Total Learning for this Module

- ***Total Contact Hours: 60***
  Contact Hours are hours invested in learning new content under the Direction of a tutor/lecturer e.g. lectures participation in online forums
- ***Supervised Placement and Practice Hours: 0***
  During these hours the learner is supervised, coached, or mentored.
- ***Self-Study Hours: 85***
  Estimated workload of research and study
- ***Assessment Hours: 5***
  Examinations/ presentations/ group work/ projects etc.
- ***Total Number of ECTS of this Module/Unit: 6 ECTS***

Total Learning Hours of this Module: 150 Hours

Pedagogy for this Module

The module on Management Accounting will be taught through a combination of theoretical learning and practical application. Lectures will cover topics such as budget preparation, costing techniques, and capital expenditure appraisal methods. Students will engage in hands-on exercises and case studies to apply these skills to real-world scenarios. Emphasis will be placed on developing analytical abilities and decision-making skills relevant to management accounting. Assessment methods may include budgeting assignments, cost analysis, and case study analyses to evaluate students' proficiency in applying management accounting principles.

Assessment Weightings:

- *Assignment: 50% (It should not be more than 1500-word count)*
- *Presentation: 30% (It should be an individual presentation of 10 minutes of 850 words*

(Approximately) or maximum 10 slides)

- *Examination: 20%*

Assessment Methods:

- *Assignments will entail analysing case studies, applying management accounting techniques, and formulating strategic recommendations based on corporate-world examples.*
- *Presentations will require students to present their findings and insights on specific management accounting topics using digital presentation tools.*
- *Examinations will assess theoretical understanding, analytical skills, and the application of management accounting concepts, incorporating questions related to real-world corporate scenarios.*

The above shall be conducted using digital learning tools such as online assessment platforms and presentation software.

The pass mark for the module will be set at 50%

Reading List

***Core texts**:*

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

Additional reading:

- *Grüber, S. (2014) 'The fundamentals of financial accounting and reporting', Intangible Values in Financial Accounting and Reporting, pp. 7–34. doi:10.1007/978-3-658-06550-8_2.*
- *Atkinson, A. A., Kaplan, R. S., Matsumura, E. M., & Young, S. M. (2022) Management Accounting: Information for Decision-Making and Strategy Execution, 8th edition, Pearson, London.*

BBA621

Strategic Human Resource Management

Module Description

This module on Strategic Human Resource Management will focus on raising awareness of sustainable development issues and their impact on business strategy. Through discussions and practical exercises, students will demonstrate their understanding of sustainability and its relevance to organisational development.

Learning Outcomes

Competences:

At the end of the Module the learner will have acquired 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 the 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:

At the end of the Module the learner will have been exposed to the following:

- *Identify key principles and theories of Strategic Human Resource Management (SHRM) to understand how HR practices align with organisational strategies for achieving business objectives.*
- *Assess the role of HR in developing and implementing strategic plans to enhance organisational performance through effective workforce planning, talent management, and employee development.*
- *Explain the significance of Strategic HRM in fostering organisational culture, leadership development, and change management to support overall business success.*
- *Discuss various HR metrics and analytical tools to assess the effectiveness of HR*

strategies and initiatives, including employee engagement, turnover rates, and performance metrics.

- *Understand 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:

At the end of the Module the learner will have acquired the following skills:

- *Develop HR strategies that align with organisational goals by integrating workforce planning, recruitment, and talent management to support business objectives.*
- *Implement performance management systems by setting performance metrics, conducting evaluations, and providing feedback to enhance employee productivity and engagement.*
- *Design and execute employee development programs, including training workshops and career development plans, to build skills and competencies aligned with organisational needs.*
- *Apply HR analytics to assess and improve HR practices by utilising data-driven insights for making informed decisions on recruitment, retention, and employee performance.*
- *Manage organisational change initiatives by applying change management principles, communicating effectively with stakeholders, and addressing resistance to ensure successful transitions.*

Module-Specific Learner Skills

Upon completion of the module, learners will demonstrate enhanced abilities in

- *Enhanced strategic thinking skills to align HR practices with organisational goals and objectives.*
- *Improved ability to analyse and interpret HR metrics and data for informed decision-making.*
- *Strengthened interpersonal skills for effective communication and collaboration with diverse stakeholders.*
- *Increased competency in talent management strategies, including recruitment, retention, and succession planning.*
- *Developed 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.*

Hours of Total Learning for this Module

- ***Total Contact Hours: 60***
  Contact Hours are hours invested in learning new content under the Direction of a tutor/lecturer e.g. lectures participation in online forums
- ***Supervised Placement and Practice Hours: 0***
  During these hours the learner is supervised, coached, or mentored.
- ***Self-Study Hours: 85***
  Estimated workload of research and study
- ***Assessment Hours: 5***
  Examinations/ presentations/ group work/ projects etc.
- ***Total Number of ECTS of this Module/Unit: 6 ECTS***

Total Learning Hours of this Module: 150 Hours

Pedagogy for this Module

The module on Strategic Human Resource Management will be taught through a combination of theoretical instruction and practical application. Lectures will cover sustainable development issues and their implications for business strategy, while discussions and case studies will facilitate deeper understanding and critical analysis. Practical exercises, such as group projects and simulations, will provide opportunities for students to apply strategic HR management principles in real-world contexts. Assessment methods may include research projects, presentations, and case analyses to evaluate students' comprehension and application of sustainable HR strategies.

Assessment Weightings:

- *Critical Analysis Report: 30% (It should not be more than 1500-word count)*
- *Strategic HRM Plan Presentation: 40% (It should be an individual presentation of 10 minutes of 850 words (Approximately) or maximum 10 slides)*
- *Reflective Essay on HRM Leadership: 30% (Maximum word count for Essay should be 750-1000 words)*

The above shall be conducted using digital learning tools such as online assessment platforms and presentation software.

The pass mark for the module will be set at 50%

Reading List

***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.*
- *Graeme Salaman, John Storey, and Jon Billsberry (2020), Strategic Human Resource Management: Theory and Practice:SAGE Publications Ltd.*
- *Northouse, P. G. (2009) Introduction to Leadership, Concepts and Practice. London: Sage*

Additional reading:

- *Strategic Human Resource Management by Jeffrey A. Mello*
- *Strategic HRM: Contemporary Issues edited by Cary L. Cooper and Ronald J. Burke*
- *Strategic Human Resource Management: Theory and Practice by Graeme Salaman and John Storey.*

BBA622

Entrepreneurship Development

Module Description

The aim of this module is to enable students to explore entrepreneurial cultural and industrial growth to prepare to set up and manage their own small modules.

Learning Outcomes

Competences:

At the end of the Module the learner will have acquired the responsibility and autonomy to:

- *Analyse business opportunities and threats using SWOT, PESTLE, and Porter's 5 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:

At the end of the Module the learner will have been exposed to the following:

- *Identify the fundamental principles and theories of entrepreneurship, including the characteristics of successful entrepreneurs and their roles in driving innovation and economic development within various contexts.*
- *Assess 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.*
- *Explain 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.*
- *Discuss 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.*
- *Understand the 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:

At the end of the Module the learner will have acquired the following skills:

- *Develop a comprehensive business plan that integrates market analysis, financial projections, and strategic goals, demonstrating a professional approach to planning and executing a new venture within various business contexts.*
- *Conduct detailed market research to identify and evaluate business opportunities, including the analysis of customer needs, market trends, and competitive landscapes, and effectively communicate findings to both specialist and non-specialist audiences.*
- *Apply 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.*
- *Design and implement effective marketing strategies for new products or services, incorporating digital marketing, branding, and customer engagement techniques to achieve strategic business objectives.*
- *Demonstrate entrepreneurial leadership and management skills by effectively managing teams, resolving conflicts, and making strategic decisions that drive business success and foster innovation.*

Module-Specific Learner Skills

Upon completion of the module, learners will demonstrate enhanced abilities in

- *Enhanced ability to identify and leverage emerging business opportunities in diverse market environments.*
- *Improved proficiency in developing comprehensive business plans and strategies for entrepreneurial ventures.*
- *Advanced skills in financial management, including budgeting, forecasting, and managing cash flows in entrepreneurial contexts.*
- *Increased capability to navigate 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.*
- *Competence in data analytics for informed decision-making.*
- *Skillful use of e-commerce platforms for sales facilitation.*

- *Management of digital advertising campaigns for enhanced visibility.*

Hours of Total Learning for this Module

- ***Total Contact Hours: 60***
  Contact Hours are hours invested in learning new content under the Direction of a tutor/lecturer e.g. lectures participation in online forums
- ***Supervised Placement and Practice Hours: 0***
  During these hours the learner is supervised, coached, or mentored.
- ***Self-Study Hours: 85***
  Estimated workload of research and study
- ***Assessment Hours: 5***
  Examinations/ presentations/ group work/ projects etc.
- ***Total Number of ECTS of this Module/Unit: 6 ECTS***

Total Learning Hours of this Module: 150 Hours

Pedagogy for this Module

The module on Entrepreneurship Development will be taught with a focus on fostering an understanding of entrepreneurial culture and industrial growth, equipping students with the knowledge and skills to establish and manage their own small ventures. Through a combination of theoretical lectures, practical exercises, and interactive discussions, students will explore key concepts in entrepreneurship and learn essential strategies for business development. Case studies and guest lectures by industry experts will provide real-world insights and perspectives. Additionally, students will engage in hands-on activities such as business plan development and feasibility studies to apply theoretical knowledge to practical situations. Assessment methods may include project presentations, business pitches, and evaluations of business plans to assess students' readiness to embark on entrepreneurial endeavours.

Assessment Weightings:

- *Case Study Analysis: 30% (Maximum word count for case analysis, its conclusion should be 750-1000 words)*
- *Presentation: 30% (It should be an individual presentation of 10 minutes of 850 words (Approximately) or maximum 10 slides)*
- *Marketing Development Plan (Group Project): 40% (word count for group project should be in the range of 1500-2500 words)*

Assessment Methods:

- *Assignments will entail analysing case studies, developing entrepreneurial strategies,*

and formulating innovative business plans.

- *Presentations will require students to effectively communicate their entrepreneurial ideas and strategies using digital presentation tools.*
- *Examinations will assess theoretical understanding, analytical skills, and the application of entrepreneurial concepts, incorporating questions related to real-world entrepreneurial scenarios.*

The above shall be conducted using digital learning tools such as online assessment platforms and presentation software.

The pass mark for the module will be set at 50%

Reading List

***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 and Bruton. (3rd edition, 2018). Entrepreneurship: The Art, Science, and Process for Success. McGraw Hill Publications.*
- *Drucker P. (2007). Innovation and Entrepreneurship. Routledge.*

Additional reading:

- *Entrepreneurship: Successfully Launching New Ventures by Bruce R. Barringer and R. Duane Ireland*
- *The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses by Eric Ries*
- *Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers by Alexander Osterwalder and Yves Pigneur.*

BBA623

Corporate and Business Law

Module Description

The aim of this module is to develop learners' understanding of the concepts and principles of English Corporate and Business Law. The module will provide learners with the opportunity to apply these concepts and principles to practical situations.

Learning Outcomes

Competences:

At the end of the Module the learner will have acquired the responsibility and autonomy to:

- *Analyse and apply the legal system by demonstrating an 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:

At the end of the Module the learner will have been exposed to the following:

- *Analyse 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.*
- *Compare primary legal structures for business entities, including sole proprietorships, partnerships, and corporations, and evaluate their implications for legal compliance and operational effectiveness.*
- *Examine the principles of contract law including formation, performance, and enforcement, and apply these principles to business agreements and transactions to ensure effective legal management.*
- *Evaluate the role of regulatory bodies and legal frameworks in enforcing corporate compliance and promoting ethical business practices to ensure adherence to legal standards.*

- *Assess major business torts and liabilities such as negligence and product liability, and analyse their implications for business risk management and legal strategies.*

Skills:

At the end of the Module the learner will have acquired the following skills:

- *Draft and review business contracts by applying legal principles to ensure compliance with legal requirements and to safeguard the interests of all parties involved.*
- *Analyse case studies and legal scenarios to identify potential legal issues and risks in business transactions, and develop and propose appropriate legal solutions or strategies to address these challenges.*
- *Conduct legal research to inform business decisions by interpreting relevant statutes, regulations, and case law, particularly concerning corporate governance and business operations.*
- *Evaluate different legal structures for business entities and recommend the most suitable structure based on comprehensive legal and business considerations.*
- *Design and implement compliance strategies and procedures to ensure adherence to regulatory requirements, while establishing risk management practices to mitigate potential legal liabilities.*

Module-Specific Learner Skills

Upon completion of the module, learners will demonstrate enhanced abilities in

- *Enhance the ability to construct persuasive legal arguments by analysing case law, statutes, and legal principles, and effectively articulating them in written and oral formats.*
- *Develop critical thinking skills to evaluate legal issues from multiple perspectives, anticipate potential consequences, and propose informed solutions or recommendations.*
- *Acquire the capability to identify, assess, and manage legal risks faced by businesses, including compliance obligations, contractual liabilities, and potential litigation exposure.*
- *Enhance negotiation abilities to aid in reaching settlements and effectively resolving disputes by acknowledging the interests of all involved parties and striving for outcomes that benefit everyone involved.*

Module-Specific Digital Skills and Competences

Learners will develop digital skills and competencies including

- *Proficiency in using digital legal research tools and platforms.*
- *Skills in conducting online legal research and evaluating online sources.*

- *Enhanced digital communication skills for professional interactions.*
- *Ability to utilise online collaboration platforms effectively.*

Hours of Total Learning for this Module

- ***Total Contact Hours: 60***
  Contact Hours are hours invested in learning new content under the Direction of a tutor/lecturer e.g. lectures participation in online forums
- ***Supervised Placement and Practice Hours: 0***
  During these hours the learner is supervised, coached, or mentored.
- ***Self-Study Hours: 85***
  Estimated workload of research and study
- ***Assessment Hours: 5***
  Examinations/ presentations/ group work/ projects etc.
- ***Total Number of ECTS of this Module/Unit: 6 ECTS***

Total Learning Hours of this Module: 150 Hours

Pedagogy for this Module

This module on Corporate and Business Law will employ a multifaceted teaching approach, featuring online lectures, case studies, and interactive discussions. Emphasis will be placed on practical application, critical thinking, and problem-solving skills, essential for effectively understanding and navigating legal concepts. Furthermore, various assessment methods will be utilised to evaluate students' comprehension and application of legal principles.

Assessment Weightings:

- *Case Study Analysis: 30% (Maximum word count for case analysis, its conclusion should be 750-1000 words)*
- *Presentation: 30% (It should be an individual presentation of 10 minutes of 850 words (Approximately) or maximum 10 slides)*
- *Group Project: 40% (word count for group project should be in the range of 1500-2500 words)*

Assessment Methods:

- *Assignments will involve analysing case studies, applying legal principles to corporate scenarios, and providing strategic recommendations.*
- *Presentations will require students to communicate legal analysis and insights on corporate legal issues using digital presentation tools.*

- *Examinations will assess theoretical understanding, analytical skills, and the application of legal concepts in corporate contexts, with questions tailored to real-world corporate scenarios.*

The above shall be conducted using digital learning tools such as online assessment platforms and presentation software.

The pass mark for the module will be set at 50%

Reading List

***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 Edition. Oxford: Oxford University Press.*

BBA624

Customer Relationship Management

Module Description

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 them to support their teams in delivering exceptional customer service. Through lectures and practical exercises, participants will learn effective strategies to enhance customer satisfaction and loyalty in the workplace.

Learning Outcomes

Competences:

At the end of the Module the learner will have acquired 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 programs 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:

At the end of the Module the learner will have been exposed to the following:

- *Define 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.*
- *Explain the fundamental principles and strategies of CRM and their impact on enhancing customer satisfaction and loyalty across different industries, considering theoretical and practical perspectives.*
- *Analyse 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.*

- *Differentiate between CRM models and approaches such as operational, analytical, and collaborative CRM, and assess their applications and effectiveness in various business contexts.*
- *Evaluate the significance of customer data management and its role in personalising customer experiences and optimising CRM strategies, focusing on data privacy and ethical considerations.*
- *Assess the impact of CRM on business performance, including aspects such as customer acquisition, retention rates, and overall profitability, using relevant metrics and analytical tools.*

Skills:

At the end of the Module the learner will have acquired the following skills:

- *Develop effective CRM strategies that enhance customer satisfaction and loyalty, utilising practical tools and techniques within the context of real-world business scenarios.*
- *Implement CRM software and tools to manage customer data, track interactions, and analyse customer behaviour, demonstrating proficiency in leveraging technology to support CRM objectives.*
- *Design personalised customer communication plans based on data analysis and customer segmentation, applying skills to tailor messages and offers to meet individual customer needs.*
- *Execute customer service initiatives that improve the customer experience and resolve issues effectively, showcasing the ability to apply CRM principles in managing customer interactions and enhancing service quality.*
- *Evaluate the effectiveness of CRM programs through performance metrics and feedback, demonstrating the ability to assess and adjust strategies based on data and outcomes to ensure continuous improvement.*
- *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

Upon completion of the module, learners will demonstrate enhanced abilities in

- *Learners will demonstrate proficiency in using CRM software to manage customer interactions, track sales activities, and analyse customer data.*
- *Learners will develop skills in effectively engaging with customers on social media platforms, creating compelling content, and managing online communities to enhance brand reputation and customer loyalty.*
- *Learners will acquire the ability to analyse customer feedback systematically, identify trends, and derive actionable insights to improve products, services, and customer*

experiences.

- *Learners will develop the ability to adapt to and leverage 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

- *Learners will be able to plan, execute, and measure digital marketing campaigns using various online channels such as social media, email marketing, and search engine optimization (SEO).*

- *Learners will develop proficiency in using data analytics tools to gather insights from customer data and create visually compelling reports and dashboards for decision-making purposes.*

- *Learners will acquire the ability to map out the customer journey across digital touchpoints, identify pain points and opportunities for improvement, and optimise the overall customer experience.*

Hours of Total Learning for this Module

- ***Total Contact Hours: 60***
  Contact Hours are hours invested in learning new content under the Direction of a tutor/lecturer e.g. lectures participation in online forums
- ***Supervised Placement and Practice Hours: 0***
  During these hours the learner is supervised, coached, or mentored.
- ***Self-Study Hours: 85***
  Estimated workload of research and study
- ***Assessment Hours: 5***
  Examinations/ presentations/ group work/ projects etc.
- ***Total Number of ECTS of this Module/Unit: 6 ECTS***

Total Learning Hours of this Module: 150 Hours

Pedagogy for this Module

The module will be taught through a combination of theoretical instruction and practical application. Lectures will cover key concepts and strategies for managing customer relations and service excellence. Practical exercises, such as case studies, will provide hands-on experience in applying these principles to real-world scenarios. Additionally, interactive discussions and group activities will foster collaborative learning and critical thinking. Assessment methods may include assignments, quizzes, and presentations to evaluate students' understanding and application of customer service principles.

Assessment Weightings:

- *Assignment: 50% (It should not be more than 1500-word count)*
- *Presentation: 30% (It should be an individual presentation of 10 minutes of 850 words (Approximately) or maximum 10 slides)*
- *Examination: 20%*

Assessment Methods:

- *Assignments will focus on analysing case studies, implementing CRM strategies, and proposing tailored solutions for customer relationships.*
- *Presentations will task students with effectively communicating CRM strategies and their implementation using digital presentation tools.*
- *Examinations will evaluate theoretical understanding, analytical skills, and the application of CRM concepts, with questions designed to assess real-world CRM scenarios.*

The above shall be conducted using digital learning tools such as online assessment platforms and presentation software.

The pass mark for the module will be set at 50%

Reading List

***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. and Maklan, S. (2019) Customer Relationship Management: Concepts and Technologies. 4th Edition. London: Routledge.*

BBA625

Quantitative Methods in a Business Context

Module Description

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 at this level, you will be able to apply business concepts in areas such accounting, finance, and human resource management. Quantitative data is often employed to assist with business decisions, for example, calculating sales volume to recover costs, determining the price of a new product, or measuring the performance of the business etc.

Learning Outcomes

Competences:

At the end of the Module the learner will have acquired 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:

At the end of the Module the learner will have been exposed to the following:

- *Apply key statistical concepts and techniques such as probability distributions, hypothesis testing, and regression analysis to business data analysis, demonstrating an advanced understanding of their role in addressing complex business problems.*
- *Analyse the 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.*
- *Critically evaluate the process of data collection and analysis and its impact on business forecasting, trend analysis, and operational efficiency, incorporating innovative methods and tools in a specialised business context.*
- *Assess 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.

- *Utilise quantitative methods to evaluate business performance metrics and assess market trends, applying detailed theoretical and practical knowledge to complex business scenarios.*
- *Interpret 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:

At the end of the Module the learner will have acquired the following skills:

- *Apply statistical techniques such as regression analysis and hypothesis testing to analyse business data, deriving actionable insights to inform strategic decision-making.*
- *Utilise quantitative tools to develop accurate business forecasts and trends, ensuring that predictions are based on rigorous data analysis and support data-driven decision-making.*
- *Interpret results from statistical analyses to make informed business decisions and recommendations, using empirical evidence to address complex business challenges.*
- *Develop data collection strategies and manage data sets to ensure the reliability and validity of business research, addressing potential biases and ensuring data quality.*
- *Construct and validate business models using quantitative methods such as linear programming or time series analysis to address specific business problems and support effective problem-solving.*
- *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

Upon completion of the module, learners will demonstrate enhanced abilities in

- *Learners will acquire the ability to derive actionable insights from quantitative data analysis, aiding strategic planning and operational decision-making.*
- *Learners will develop skills in identifying business problems that can be addressed through quantitative methods, effectively framing them for analysis.*
- *Learners will demonstrate versatility in selecting and applying appropriate quantitative methodologies based on the nature and requirements of the business problem.*
- *Learners will enhance their ability to collaborate 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

- *Learners will develop proficiency in statistical software packages for advanced data analysis and statistical modelling.*

- *Learners will gain skills in database management systems, enabling them to organise, store, and retrieve large datasets efficiently for analysis and reporting purposes.*

- *Learners will become adept at using online collaboration tools for remote teamwork, communication, and project management.*

Hours of Total Learning for this Module

- ***Total Contact Hours: 60***
  Contact Hours are hours invested in learning new content under the Direction of a tutor/lecturer e.g. lectures participation in online forums
- ***Supervised Placement and Practice Hours: 0***
  During these hours the learner is supervised, coached, or mentored.
- ***Self-Study Hours: 85***
  Estimated workload of research and study
- ***Assessment Hours: 5***
  Examinations/ presentations/ group work/ projects etc.
- ***Total Number of ECTS of this Module/Unit: 6 ECTS***

Total Learning Hours of this Module: 150 Hours

Pedagogy for this Module

The "Quantitative Methods in a Business Context" module will be taught a combination of theoretical instruction and practical application to develop students' quantitative skills. Through lectures and tutorials, students will learn how to effectively present and utilise business data to make informed decisions in areas such as accounting, finance, and human resource management. Practical exercises and case studies will illustrate the application of quantitative methods in real-world scenarios, such as calculating sales volume for cost recovery, setting prices for new products, and evaluating business performance. Assessment methods may include data analysis projects and decision-making simulations to reinforce learning objectives and ensure proficiency in applying quantitative techniques to business contexts.

Assessment Weightings:

- *Assignment: 50% (It should not be more than 1500-word count)*

- *Presentation: 30% (It should be an individual presentation of 10 minutes of 850 words (Approximately) or maximum 10 slides)*

- *Examination: 20%*

Assessment Methods:

- *Assignments will entail the application of quantitative analysis techniques to address business challenges and interpret data effectively.*
- *Presentations will task students with effectively communicating their quantitative analysis findings and methodologies using digital presentation tools.*
- *Examinations will evaluate theoretical understanding, analytical skills, and the ability to apply quantitative methods in diverse business contexts, incorporating scenario-based questions.*

The above shall be conducted using digital learning tools such as online assessment platforms and presentation software.

The pass mark for the module will be set at 50%

Reading List

***Core texts**:*

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

Additional reading:

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

BBA626

Environmental Management

Module Description

The Environmental Management module aims to equip learners with a comprehensive understanding of environmental management principles and practices. The module explores the role of businesses and organisations in managing their environmental impact through sustainable practices and compliance with environmental regulations. Students will examine key concepts such as environmental policies, resource management, pollution control, and sustainability initiatives. By the end of the module, learners will be able to develop and implement effective environmental management strategies, assess environmental performance, and contribute to organisational efforts in reducing environmental footprints while achieving business objectives.

Learning Outcomes

Competences:

At the end of the Module the learner will have acquired 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 programs 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:

At the end of the Module the learner will have been exposed to the following:

- *Analyse the fundamental principles and concepts of environmental management, including sustainability, environmental impact assessment, and resource*

management, to understand their application in modern business contexts.

- *Evaluate 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.*
- *Investigate 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.*
- *Examine 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.*
- *Assess the principles of pollution control and waste management, including strategies for reducing emissions, managing hazardous materials, and implementing recycling programs, to develop effective environmental management strategies.*
- *Articulate the importance of integrating environmental management into business strategy and decision-making, to achieve sustainable development and competitive advantage, demonstrating a comprehensive understanding of environmental impacts on business.*

Skills:

At the end of the Module the learner will have acquired the following skills:

- *Conduct comprehensive environmental impact assessments (EIAs) to identify and evaluate potential environmental risks and develop effective mitigation strategies in diverse operational contexts.*
- *Implement environmental management systems (EMS) and ensure compliance with standards such as ISO 14001 through meticulous documentation and ongoing monitoring to meet regulatory and organisational requirements.*
- *Apply 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.*
- *Design and manage sustainability initiatives and programs that promote resource efficiency, reduce environmental footprints, and support organisational sustainability goals through strategic planning and execution.*
- *Analyse 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.*
- *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

Upon completion of the module, learners will demonstrate enhanced abilities in

- *Ability to perform environmental impact assessments (EIAs) to identify and evaluate environmental risks and impacts, and develop appropriate mitigation strategies.*
- *Proficiency in interpreting and applying environmental regulations and standards, such as ISO 14001, to ensure compliance and enhance organisational environmental performance.*
- *Skill in designing and executing sustainability initiatives and resource management strategies to reduce environmental impact and promote efficient use of resources.*
- *Competence in 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 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.*

Hours of Total Learning for this Module

- ***Total Contact Hours: 60***
  Contact Hours are hours invested in learning new content under the Direction of a tutor/lecturer e.g. lectures participation in online forums
- ***Supervised Placement and Practice Hours: 0***
  During these hours the learner is supervised, coached, or mentored.
- ***Self-Study Hours: 85***
  Estimated workload of research and study
- ***Assessment Hours: 5***

Examinations/ presentations/ group work/ projects etc.

- ***Total Number of ECTS of this Module/Unit: 6 ECTS***

Total Learning Hours of this Module: 150 Hours

Pedagogy for this Module

The module will be delivered through virtual lectures, interactive webinars, and online discussion forums. Students will analyse case studies and participate in simulations via digital tools, with collaborative group work supported through online platforms.

Assessment Weightings:

- *Assignment: 50% (It should not be more than 1500-word count)*
- *Presentation: 30% (It should be an individual presentation of 10 minutes of 850 words (Approximately) or maximum 10 slides)*
- *Examination: 20%*

The above shall be conducted using digital learning tools such as online assessment platforms and presentation software.

The pass mark for the module will be set at 50%

Reading List

***Core texts**:*

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

Additional reading:

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

BBA627

Investment banking

Module Description

This module provides a comprehensive introduction to investment banking, covering capital raising, M&A, advisory services, and trading operations. Students will learn about underwriting securities, structuring deals, and strategic advising while exploring regulatory frameworks and risk management. Practical exercises and case studies will enhance their skills in financial analysis, investment evaluation, and strategic decision-making, preparing them for careers in the investment banking sector.

Learning Outcomes

Competences:

At the end of the Module the learner will have acquired the responsibility and autonomy to:

- *Structure and underwrite securities by analysing various financial instruments and evaluating their impact on capital markets, ensuring compliance with industry standards and best practices.*
- *Apply strategic advisory techniques in mergers and acquisitions (M&A) to assess financial needs and recommend optimal solutions for clients, demonstrating innovation in financial strategy.*
- *Evaluate and manage financial risks associated with investment banking activities using regulatory frameworks and risk management tools, effectively mitigating potential risks.*
- *Analyse global economic trends and their implications for investment banking operations, utilising data to inform strategic decisions and adapt to market changes.*
- *Develop and present financial models and recommendations that clearly communicate investment opportunities and strategic insights to clients and stakeholders, enhancing decision-making processes.*

Knowledge:

At the end of the Module the learner will have been exposed to the following:

- *Articulate the fundamental functions of investment banks within the financial system, highlighting their roles in capital markets, advisory services, and financial intermediation.*
- *Analyse the processes of underwriting securities in the context of capital markets, demonstrating understanding of how these processes influence market liquidity and investor confidence.*
- *Evaluate key regulatory frameworks governing investment banking practices, including their impact on compliance, risk management, and ethical considerations.*

- *Examine principles of risk management as they apply to investment banking operations, incorporating advanced theories and practices for mitigating financial and operational risks.*
- *Assess the impact of global economic trends on investment banking strategies and decisions, integrating insights from economic theory and market analysis to understand their implications for financial planning and investment.*

Skills:

At the end of the Module the learner will have acquired the following skills:

- *Analyse financial statements to evaluate the viability of investment opportunities, incorporating advanced techniques for comprehensive financial assessment.*
- *Develop and apply financial models to support the underwriting and structuring of securities, ensuring that models are robust and tailored to specific investment scenarios.*
- *Implement strategic advisory techniques to formulate recommendations for mergers and acquisitions (M&A), integrating theoretical knowledge with practical application to address complex client needs.*
- *Utilise risk management tools to assess and mitigate financial risks in investment banking, applying these tools within a professional framework to enhance decision-making and safeguard investments.*
- *Prepare and deliver comprehensive reports and presentations on investment strategies and findings, effectively communicating complex information to both specialist and non-specialist audiences using appropriate visual and analytical methods.*

Module-Specific Learner Skills

Upon completion of the module, learners will demonstrate enhanced abilities in

- *Ability to critically analyse financial statements and market data to evaluate investment opportunities and risks.*
- *Proficiency in creating and utilising financial models to structure securities and assess potential deals.*
- *Skill in applying strategic advisory methods to recommend solutions for mergers, acquisitions, and other financial transactions.*
- *Competence in preparing and presenting detailed financial reports and strategic recommendations to clients and stakeholders.*

Module-Specific Digital Skills and Competences

Learners will develop digital skills and competencies including

- *Ability to use financial analysis and modelling software (e.g., Excel, Bloomberg Terminal) for evaluating investment opportunities and structuring deals.*

- *Skill in creating visual representations of financial data and trends using tools like Tableau or Power BI to aid in decision-making and presentations.*

- *Competence in utilising online databases and financial news platforms to gather and analyse market information and economic trends.*

Hours of Total Learning for this Module

- ***Total Contact Hours: 60***
  Contact Hours are hours invested in learning new content under the Direction of a tutor/lecturer e.g. lectures participation in online forums
- ***Supervised Placement and Practice Hours: 0***
  During these hours the learner is supervised, coached, or mentored.
- ***Self-Study Hours: 85***
  Estimated workload of research and study
- ***Assessment Hours: 5***
  Examinations/ presentations/ group work/ projects etc.
- ***Total Number of ECTS of this Module/Unit: 6 ECTS***

Total Learning Hours of this Module: 150 Hours

Pedagogy for this Module

This module will be taught through a combination of interactive lectures, case studies, and practical exercises. Lectures will introduce key investment banking concepts, while case studies will provide real-world scenarios for analysis. Students will engage in group discussions and presentations to apply their learning to industry-specific challenges. Practical exercises will involve financial modelling and the use of relevant financial software. Regular feedback sessions will support students' progress, ensuring a blend of theoretical understanding and practical skill development suitable for a career in investment banking.

Assessment Weightings:

- *Assignment: 50% (It should not be more than 1500-word count)*

- *Presentation: 30% (It should be an individual presentation of 10 minutes of 850 words (Approximately) or maximum 10 slides)*

- *Examination: 20%*

The above shall be conducted using digital learning tools such as online assessment platforms and presentation software.

The pass mark for the module will be set at 50%

Reading List

Core texts*:*

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

Additional reading:

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

BBA628

Business Operations

Module Description

Even though businesses are different in many ways, they do have some common features and are influenced by similar factors. This module's aim is to provide learners with the underpinning knowledge to contextualise and examine the fundamental factors which influence how a business operates within the context of its internal and external environment.

Learning Outcomes

Competences:

At the end of the Module the learner will have acquired 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 the 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:

At the end of the Module the learner will have been exposed to the following:

- *Analyse key concepts and terminologies related to business operations, such as supply chain management, production processes, and operational efficiency, within contemporary business contexts.*
- *Assess the role of operations management in achieving organisational objectives and enhancing performance across various industries, focusing on strategic and tactical applications.*
- *Evaluate the principles of lean operations, just-in-time (JIT) production, and total quality management (TQM) to optimise business processes in both manufacturing and service environments.*
- *Investigate the significance of resource allocation, inventory control, and capacity planning in operational decision-making within diverse business settings.*

- *Appraise the impact of operational decisions on business strategies and customer satisfaction, considering the dynamics of competitive markets and evolving industry standards.*
- *Interpret the major components of operations planning, including forecasting, scheduling, and logistics, and their application in both manufacturing and service industries.*

Skills:

At the end of the Module the learner will have acquired the following skills:

- *Apply key operations management techniques to address real-world business challenges, such as supply chain optimization, production scheduling, and resource allocation, demonstrating a professional approach.*
- *Analyse operational data and performance metrics to detect inefficiencies and propose improvements in processes like inventory control and capacity planning, integrating quantitative and qualitative information.*
- *Develop a comprehensive operations strategy that aligns with business objectives and enhances organisational performance, addressing competitive market dynamics.*
- *Implement lean operations, JIT production, and TQM practices to enhance efficiency and minimise waste within business processes, showing creativity and initiative.*
- *Evaluate 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

Upon completion of the module, learners will demonstrate enhanced abilities in

- *Define operations management and its role in efficiently producing goods and services.*
- *Identify key components of a supply chain, including sourcing, production, distribution, and logistics.*
- *List and describe different production processes, such as mass production, batch production, and job production.*
- *Explain the concepts of quality management and its significance in meeting customer expectations.*

Module-Specific Digital Skills and Competences

Learners will develop digital skills and competencies including

- *Apply data analysis techniques for optimising decision-making.*
- *Implement digital communication channels for team coordination.*

- *Employ digital marketing strategies for operational performance.*
- *Integrate e-commerce platforms for market expansion.*
- *Collaborate effectively using digital project management tools.*
- *Evaluate ethical implications of digital technologies in operations.*

Hours of Total Learning for this Module

- ***Total Contact Hours: 60***
  Contact Hours are hours invested in learning new content under the Direction of a tutor/lecturer e.g. lectures participation in online forums
- ***Supervised Placement and Practice Hours: 0***
  During these hours the learner is supervised, coached, or mentored.
- ***Self-Study Hours: 85***
  Estimated workload of research and study
- ***Assessment Hours: 5***
  Examinations/ presentations/ group work/ projects etc.
- ***Total Number of ECTS of this Module/Unit: 6 ECTS***

Total Learning Hours of this Module: 150 Hours

Pedagogy for this Module

The module on Business Operations will be taught through a combination of lectures, case studies, and interactive discussions. Lectures will provide foundational knowledge on factors influencing business operations. Case studies, quizzes will offer practical examples, while discussions will encourage critical thinking. Practical exercises, such as simulations or problem-solving tasks, will allow learners to apply concepts.

Assessment Weightings:

- *Assignment: 50% (It should not be more than 1500-word count)*
- *Presentation: 30% (It should be an individual presentation of 10 minutes of 850 words (Approximately) or maximum 10 slides)*
- *Examination: 20%*

Assessment Methods:

- *Assignments will focus on different types of businesses, Understand the relationships between business functions and be able to measure a business's internal environment.*
- *Presentations will require students to effectively communicate research findings and*

insights derived from business research, utilising digital presentation tools for clarity and impact.

- *Examination will evaluate theoretical understanding, analytical skills, and the application of concepts within corporate contexts, with questions pertaining to real-world scenarios in business operations.*

The above shall be conducted using digital learning tools such as online assessment platforms and presentation software.

The pass mark for the module will be set at 50%

Reading List

***Core texts**:*

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

Logistics. 3rd ed. London: Kogan Page.

- *Nallathambi, J. I. (2021) Business Environment, JPS Scientific Publications.*
- *Needle, D. and Burns, J. (2019) Business in Context: An Introduction to Business and its Environment 7th edition, Cengage, London.*

BBA629

Business Research Project (Dissertation)

Module Description

The aim of this module is to develop learners' research skills, including producing a research question and carrying out independent research using appropriate research techniques. Learners will also analyse research findings, evaluate the research methodology used and present their research findings.

Learning Outcomes

Competences:

At the end of the Module the learner will have acquired the responsibility and autonomy to:

- *Formulate clear research aims, objectives, and hypotheses for a business research project, demonstrating a 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:

At the end of the Module the learner will have been exposed to the following:

- *Evaluate various research methodologies in the context of business research, demonstrating the ability to design and implement projects using advanced theoretical and practical knowledge.*
- *Apply appropriate data collection techniques for diverse business research projects, ensuring reliability and validity in results through a critical understanding of methodologies.*
- *Assess ethical guidelines relevant to conducting business research, maintaining*

integrity and professionalism by making informed judgments on social and ethical issues.

- *Utilise data analysis tools and techniques to interpret business-related data, employing advanced methods to draw meaningful and actionable conclusions.*

- *Construct the structure and key components of a formal business research report, effectively communicating research findings with a thorough understanding of academic and professional standards.*

Skills:

At the end of the Module the learner will have acquired the following skills:

- *Design and implement research methodologies to develop and execute a business research project, demonstrating a professional approach to research design and execution.*
- *Utilise appropriate tools and techniques to collect and analyse business data, ensuring accuracy and reliability in results by applying advanced data analysis skills.*
- *Assess and interpret research findings in relation to existing literature, providing evidence-based conclusions and recommendations through critical evaluation.*
- *Create and present a comprehensive research report, effectively communicating research outcomes to stakeholders with clarity and professionalism.*
- *Organise and oversee the research project, including task planning, scheduling, and coordination, ensuring efficient achievement of project objectives and adherence to timelines.*

Module-Specific Learner Skills

Upon completion of the module, learners will demonstrate enhanced abilities in

- *Enhanced ability to critically evaluate and synthesise complex research literature, identifying key findings and gaps in knowledge.*
- *Improved skills in designing and implementing ethical research protocols, including obtaining informed consent and ensuring data confidentiality.*
- *Advanced proficiency in data analysis techniques, including qualitative and quantitative methods, to derive meaningful insights from research findings.*
- *Enhanced competence in project management, including setting clear milestones, managing timelines, and a*
- *Adapting strategies to overcome unforeseen challenges.*
- *Increased capability to communicate 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 team 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.*

Hours of Total Learning for this Module

- ***Total Contact Hours: 120***
  Contact Hours are hours invested in learning new content under the Direction of a tutor/lecturer e.g. lectures participation in online forums
- ***Supervised Placement and Practice Hours: 50***
  During these hours the learner is supervised, coached, or mentored.
- ***Self-Study Hours: 115***
  Estimated workload of research and study
- ***Assessment Hours: 15***
  Examinations/ presentations/ group work/ projects etc.
- ***Total Number of ECTS of this Module/Unit: 12 ECTS***

Total Learning Hours of this Module: 300 Hours

Pedagogy for this Module

The Business Research Project (dissertation) module entails leading students through the steps of formulating, researching, and composing an innovative academic paper that enriches the domain of business administration. Here's an overview of how this module could be approached:

- *Orientation and Planning: At the outset, students are introduced to the objectives, requirements, and timeline of the dissertation module. They receive guidance on selecting a research topic, formulating research questions, and developing a research proposal outlining the scope and methodology of their study.*

- *Research Methods and Literature Review: Students are instructed in various research methods and techniques relevant to business research, such as quantitative analysis, qualitative methods, case studies, or mixed-method approaches. They learn how to conduct a comprehensive literature review to identify existing scholarship, theoretical frameworks, and gaps in the literature that their dissertation will address.*

- *Supervision and Support: Each student is assigned a dissertation supervisor who provides guidance, feedback, and support throughout the research process. Supervisors help students refine their research questions, develop research designs, and navigate challenges encountered during data collection and analysis.*

- *Data Collection and Analysis: Students collect data using appropriate research methods and techniques, such as surveys, interviews, observations, or archival research. They analyse their data using relevant statistical or qualitative analysis software, interpreting findings in the context of existing literature and theoretical frameworks.*

- *Writing and Presentation Skills: Students receive instruction in academic writing, including structuring a dissertation, citing sources correctly, and writing clearly and persuasively. They learn how to organise their findings into coherent chapters, present arguments logically, and draw conclusions based on their research findings.*

- *Peer Feedback and Review: Students participate in peer review workshops or seminars where they share drafts of their dissertation chapters with classmates for feedback and critique. This process helps students refine their ideas, improve the clarity and coherence of their writing, and address any weaknesses in their arguments.*

- *Ethical Considerations: Students learn about ethical considerations in research, including obtaining informed consent, protecting participants' confidentiality, and ensuring the integrity and validity of their findings. They are encouraged to conduct their research ethically and responsibly, adhering to professional standards and guidelines.*

- *Presentation: Towards the end of the module, students present their dissertation findings to their peers, supervisors, and academic assessors in a formal defense or viva voce examination. They respond to questions and critiques, demonstrating their understanding of the research process and the significance of their findings.*

Assessment Strategy for Business Research Project (Dissertation)

- *This module awards 12 ECTS credits, reflecting its depth and complexity within the BBA program. The Business Research Project assessment evaluates the student's ability to conduct comprehensive research, critically analyze 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 Criteria:

- *Research Problem and Objectives: Evaluates the clarity, focus, and originality of the research problem and objectives.*
- *Literature Review: Assesses the depth, criticality, and synthesis of existing literature.*
- *Research Methodology and Ethical Considerations: Examines the appropriateness of research methods and adherence to ethical standards.*
- *Practical Relevance, Contribution, and Significance of the Study: Measures the relevance, contribution, and practical impact of the study.*
- *Findings and Discussion: Focuses on the analysis, discussion, and connection to literature and research objectives.*
- *Conclusions and Recommendations: Reviews the logic, support, and practical applicability of conclusions and recommendations.*
- *Quality of Writing and Presentation: Evaluates the clarity, coherence, and professionalism of writing and presentation.*
- *Oral Defense and Communication Skills: Assesses the effectiveness of the oral defense, including communication skills and engagement with feedback.*

Reading List

***Core texts**:*

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

Additional reading:

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

Project Specific Reading List

Based on research subject