

# Part II Programme Handbook BSc Hons Business Management 2020-2021

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## Introduction

In this handbook, we aim to set out the requirements for the Part II (Second and Final Year) choices. It will include information on the module choices you can take and short descriptions of each module available. It will also set out the criteria for progressing from Part I to Part II and how we work out your final Degree Classification. Also in this handbook is information about contact time and attendance requirements.

Remember that your second year grades count equally with your third year grades in determining your degree class. When applying for jobs or Masters programmes, employers and universities will rely heavily on your second year grades in deciding whether or not to make an offer.



### Points of Contact

The Business Management Office is in the **Management School, Room A3.** The primary task of the experienced and enthusiastic personnel who run the office is to ensure that you enjoy your study. If you have any problems with your work, your Programme tutors, personal matters or with any other aspect of your experiences at Lancaster or your degree programme, call in to see the Undergraduate Programme Coordinator who will be able to offer support, guidance and advice.

**Anna Wos**

**Business Management Programme Director**

Room C05, Charles Carter; Ext: 94916; Email: [a.wos1@lancaster.ac.uk](mailto:a.wos1@lancaster.ac.uk).

If there are any issues that cannot be resolved through the Programme Coordinators or the UG office, then you may be referred to Anna Wos. Please email to arrange a suitable time.



**Dr Sayjda Talib will be returning from maternity leave in 2020, and will resume as the Programme Director for Business Management. Please see contact details below**

Situated in Room C45A, ext: 93626, email: s.talib@lancaster.ac.uk





**Emily Thorley and Emily Connolly Undergraduate Coordinators**

Situated in the LUMS Undergraduate Office, A3. The Emilys are your first point of contact if you are having any problems with your course.   
Email: [lumsugoffice@lancaster.ac.uk](mailto:lumsugoffice@lancaster.ac.uk)

## Part II – Programme

In this section the term ‘module’ refers to a one term course - it is a half-unit (15 credits) equivalent. The term ‘double module’ refers to a whole year course – it is a full-unit (30 credits) equivalent.

### Progression:

Students must take 8 modules in their 2nd year and 8 modules in their 3rd year, preferably spread so that 4 are taken in Michaelmas term and 4 in Lent, for each year. A 5/3 split between Michaelmas and Lent term modules is allowable. A 3/5 or a 6/2 split between Michaelmas and Lent term modules is **not** allowed.

**All modules must be chosen from within the Management School departments, unless choosing a language or Business Law.**

### Core programme modules:

Students must take the four core programme modules:

* MNGT220, Strategic Management in the second year
* MNGT213, Data Analysis for Managementin the second year
* MNGT320, Rethinking Leadership in the third year
* MNGT321: Management in the 21st Centuryin the third year

Students with A-level mathematics (or equivalent) and an expectation of a grade of 16.5 or above in MNGT130 may opt to study the more challenging MSCI212 **Statistical Methods for Business** instead of MNGT213. On this module, students will cover more advanced topics than are taught on MNGT213 and would benefit students taking specialisms that focus upon quantitative skills. To take this option you will need to discuss your suitability for the module with your Programme Director at Part II enrolment.

### Compulsory Broadening Modules:

Students must take at least one module at some point in their degree in each of the following Departments:

* Accounting and Finance

All students will have taken AcF111 at Part I.

* Economics

If students have not taken **ECON102** at Part I, they must take **ECON224**, Introduction to Economics for Managers at Part II.

* Marketing

If students have not taken **MKTG101** at Part I, they must take **MKTG222**, Marketing Fundamentals at Part II.

* Management Science

If students have not taken **MSCI102** at Part I, they must take **MSCI231** Introduction to Operations Management at Part II.

* Entrepreneurship

If students have not taken **ENSI101** at Part I, they must take **ENSI207** Entrepreneurship: Discovery and Practice at Part II.

* Organisation, Work & Technology

If students have not taken **OWT101** at Part I, they must take **OWT233** Management & Organisations at Part II.

These modules are termed ‘broadening modules’ since together they ensure a minimum breadth of coverage across these departments. This broadening module requirement is deemed to be satisfied for a Department if a student has taken a unit or part of a unit at Part I level in that Department. Depending on their other Part I choices they will have to take either three or four such broadening modules at Part II. Broadening modules can be taken in any year of the degree.

### Requirement on minimum number and size of specialisms:

Students must choose (a minimum of) four module specialisms from two Management School Departments. **One of these specialisms should ideally follow on from a first year choice**. A minimum of two modules in each specialism must be taken in the second year, and a minimum of two modules in each specialism in the third year.

### Requirement for three modules to be at third year level:

Across the specialisms, three modules must be level 6/third year level (which are usually interpreted as having a 3XX module numbering).

### Taking a Language specialism instead of one Management School specialism:

If a Language has been taken as one of the Part I units students can replace a Management School specialism with modules chosen from Language departments as follows:

**Where a Language module aggregation score of 15 has been achieved:**

* Students progressing from CHIN/FREN/GERM/ITAL/SPAN 100 must study CHIN/FREN/GERM/SPAN 200i/201i in Year 2 and CHIN/FREN/GERM/SPAN 300/301 in Year
* Students progressing from FREN/GERM/SPAN 101 study FREN/GERM/SPAN 200/201 in Year 2 and FREN/GERM/SPAN 300/301 in Year 3

**Where a Language module aggregation score of 12 has been achieved:**

* Students progressing from CHIN/FREN/GERM/ITAL/SPAN 100 study CHIN/FREN/GERM/SPAN 200i/201i in Year 2 and DELC214 and DELC339 in Year 3
* Students progressing from FREN/GERM/SPAN 101 study FREN/GERM/SPAN 200/201 in Year 2 and DELC214 and DELC339 in Year 3.

**Where a Language module aggregation score below 12:**

* Students must select an alternative specialism from the Management School

**Options to do Business Law:** Students may replace a Management School module with one Business Law module, provided the requirement for the minimum number and size of specialisms is met.

**Students taking their second year abroad:** Students on the Business Management Study Abroad programme, taking their second year at a partner institution under the scheme, must choose modules there that are as close a match as possible to the required modules they would have chosen at Lancaster. If such matches cannot be found at the partner institution, the explicit permission of the Business Management Programme Director **must be sought and obtained** to allow them to take other options. Before enrolling for these modules at the partner institution, they must also check with the appropriate Management School departments at Lancaster that the modules chosen at the partner institution will satisfy the pre-requisites for the third year modules at Lancaster they are required to or wish to take.

**Work Based Learning Module:** All students who have decided in their 1st Year to take an Industry Placement Year, will already be attending MNGT 150, which is run by the Careers Office as a preparation for placement. In the Lent Term of the 2nd year is the Preparation for Placement module MNGT 222, which concerns reflective leadership, for which students will produce a literature review and a reflective essay. Whilst on placement in the 3rd year MNGT 322a runs, in which students will prepare and submit a learning agreement and short monthly learning logs. On returning to Lancaster, all Industry students take MNGT 322b. This is taught across the Michaelmas and Lent terms, where students will work on a group presentation and also collate their individual portfolio of professional practice. Students have sessions with tutors and their study group to develop an extended reflective essay about the industry placement experience.

## Flow Charts

On the next few pages we have provided you with some flow charts to help you decide which modules to take and when. Please consult these and use the information provided later in the handbook to help make your module selections.

These flow charts show a visual representation of the module descriptions. All information shown in these diagrams is outlined in the module description section of this handbook.

1. These flowcharts are **estimates** by departments of the modules that will be available in the second and final years of your degree and may be subject to change.
2. The flowcharts show the EARLIEST you can take the relevant modules in your degree – it would also be possible to take the modules in a later year (subject to 1. above).
3. Some of the flowcharts are divided into separate areas according to whether the subject has been taken at Part I, or whether the student is starting a new specialism at Part II. So, for example, in Marketing some specialisms will be starting from the basis of having taken MKTG101 and some from not having taken Marketing at all at Part I.
4. The flowchart shows the estimated term in which modules are offered – you must balance your overall choices in each year, so your 8 modules per year must be split either 4+4 between terms, or 5+3. Choices of 3+5 or 6+2 will not be allowed. Enrolments of less or more than 8 modules (15 credits) in any year are **prohibited.**
5. Where boxes are white the module does not require prerequisites beyond the Part I route into the subject assumed. Where the boxes are shaded in grey, then the subject requires prerequisites, shown by the arrows leading to that box. Single arrows indicate either/or module. Arrows leading from a circle indicate BOTH modules are required.
6. Where the LUMS website core modules information conflicts with that given in the flowchart, in general you should take the LUMS website information to be correct. In a few cases, as indicated, the LUMS website will not be updated until the final module approval process is completed. Further information about modules, weightings, delivery style etc can be found in the online [Course Handbook](http://forms.lancaster.ac.uk/CoursesHandbook/).

### Business Management Compulsory Core Modules

| **1st year** | **2nd year (Michaelmas)** | **2nd year (Lent)** | **3rd year (Michaelmas)** | **3rd year (Lent)** |
| --- | --- | --- | --- | --- |
| MNGT120/110 |  | MNGT220 |  | MNGT320 |
| MNGT130 | MNGT213 |  | MNGT321 |  |

### Accounting and Finance

Please note that if you choose to specialise in Accounting and Finance, at Part II enrolment you are required to choose your 2nd year modules ONLY at this stage. You cannot choose 3rd year modules until the end of your 2nd year.



\*\*These modules will NOT be running in the academic year 20/21

### Economics



\*These modules will NOT be running in the academic year 20/21



\*This module will NOT be running in the academic year 20/21

### Entrepreneurship, Strategy and Innovation

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **1st Year** | **2nd Year** | | | | **3rd Year** | | | |
|  | **MICH** | | **LENT** | | **MICH** | | **LENT** | |
|  |  |  |  |  |  |  |  |  |
|  | ENSI207 | |  | ENSI210 | ENSI322\* |  |  | MNGT302 |
|  |  |  |  |  |  |  |  |  |
|  | ENSI212\* |  |  | ENSI211 | ENSI323\* |  |  |  |
|  |  |  |  |  |  |  |  |  |
|  | ENSI214\* |  |  | ENSI311 |  | ENSI316\* |  |  |
|  |  |  |  |  |  |  |  |  |
|  |  | ENSI215\* |  |  |  | ENSI317\* |  |  |
|  |  |  |  |  |  |  |  | ENSI321 |
|  |  | ENSI216\* |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |

\*these modules are only 7.5 credits so 2 modules must be chosen.

All 3rd year modules have prerequisites, please refer to the individual entries in the handbook for more details.

### Management Science



\*These modules will NOT be running in the academic year 20/21

### Marketing

**\*These modules are NOT running in the academic year 20/21**

### Organisation, Work and Technology

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **1st Year** | **2nd Year** | | | **3rd Year** | | |
|  | **Michaelmas** | | **Lent** | **Michaelmas** | | **Lent** |
|  |  |  |  |  |  |  |
|  | OWT221 |  | OWT228 | OWT320 |  |  |
|  |  |  |  |  |  | OWT314 |
|  | OWT223 |  | **OWT224\*** |  |  |  |
|  |  |  |  |  |  |  |
| OWT101/ |  |  | OWT226 | OWT322 |  |  |
| MNGT120/ | OWT233 |  |  |  |  | OWT321 |
| MNGT110 |  |  | OWT234 |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  | OWT229 | OWT326 |  |  |
|  | OWT230 |  |  |  |  | OWT323 |
|  |  |  | **OWT235\*** |  |  |  |
|  |  |  |  |  |  | **OWT328\*** |

This diagram shows the EARLIEST that courses can be taken – courses shown in 2nd year can also be taken in 3rd year.

2nd year courses have a pre-requisite of OWT 101 or MNGT 120/110.

3rd year courses have a pre-requisite of any OWT level 5 course.

**\*These modules are not running in the academic year 20/21**

Languages

### Language Modules Outline

| 1st Year | 2nd Year | 3rd Year |
| --- | --- | --- |
| SPAN 100 | SPAN200i/SPAN201i | SPAN300/SPAN301 |
| SPAN 101 | SPAN200/SPAN201 | SPAN300/SPAN301 |
| GERM 100 | GERM200i/GERM201i | GERM300/GERM301 |
| GERM 101 | GERM200/GERM201 | GERM300/GERM301 |
| FREN 100 | FREN200i/FREN201i | FREN300/FREN301 |
| FREN 101 | FREN200/FREN201 | FREN300/FREN301 |
| CHIN 100 | CHIN200i/CHIN201i | DELC200/DELC201 |
| CHIN101\* | CHIN200/ CHIN201 | CHIN233 |

**Students must obtain an aggregation score of 15 (60%) in Part I in order to continue on this pathway**

**\*A-Level route**

Languages and Culture Modules Outline

**Students must obtain an aggregation score of 12 (50%) in Part I in order to continue on this pathway**

| 1st Year | 2nd Year | 3rd Year (Mich) | 3rd Year (Lent) |
| --- | --- | --- | --- |
| SPAN 100 | SPAN200i/SPAN201i | DELC214 | DELC339 |
| SPAN 101 | SPAN200/SPAN201 | DELC214 | DELC339 |
| GERM 100 | GERM200i/GERM201i | DELC214 | DELC339 |
| GERM 101 | GERM200/GERM201 | DELC214 | DELC339 |
| FREN 100 | FREN200i/FREN201i | DELC214 | DELC339 |
| FREN 101 | FREN200/FREN201 | DELC214 | DELC339 |
| CHIN 100 | CHIN200i/CHIN201i | DELC214 | DELC339 |
| CHIN101\* | CHIN200/201 | DELC214 | DELC339 |

\* A-Level Route

### Law

| 1st Year | 2nd Year (Mich) | 2nd Year (Lent) | 3rd Year (Mich) | 3rd Year (Lent) |
| --- | --- | --- | --- | --- |
| ACF111 |  | ACF270 |  | ACF370 |

## Module Outlines

### Accounting and Finance

Please note that if you choose to specialise in Accounting and Finance, at Part II enrolment you are required to choose your 2nd year modules ONLY at this stage.

### **AcF 211 Accounting Information Systems and Auditing (Michaelmas/ 15 credit/ Level 5)**

This module provides an overview of the design and main features of accounting information systems (AIS). It introduces methods used by business to meet the financial information needs of external parties and management and includes systems used for collecting, recording and storing transactions data, internal controls and effective design of AIS. It also provides an introduction to auditing, explaining why audit independence is a key factor in this profession. The module also examines some specific topics in auditing and relates these to the AIS syllabus, including materiality, going concern and the formulation of audit opinions.

Exam: 75% Coursework: 25%  
Pre-requisites: AcF111

### **AcF 212 Principles of Financial Accounting (Lent/ 15 Credit/ Level 5)**

This module examines some of the main features of financial reporting by UK companies, the associated regulatory requirements and the conceptual bases of these (UK Companies Acts and international accounting standards). Also examined are specific reporting topics of current interest and concern, including the basics of consolidated accounting.

Exam: 75% Coursework: 25%  
Pre-requisites: AcF111

### **AcF 213M/L Management Accounting for Business Decisions (Mich or Lent/ 15 Credit/ Level 5)**

This course offers an introduction to the use of management accounting information for management purposes. This includes an examination of cost-volume profit analysis, the concepts of direct and indirect costs, and various costing methods. The importance of budgets to organisations and their impact on performance are also discussed. (AcF 213M and AcF 213L offer identical coverage and differ only in timing).

Exam: 75% Coursework: 25% (test)  
Pre-requisites: AcF111

### **AcF 214M/L Principles of Finance (Michaelmas or Lent/ 15 credit/ Level 5)**

This module covers project evaluation methods, risk, return and the cost of capital (including the capital asset pricing model), corporate financing (including dividend policy and capital structure) and options. (AcF 214M and AcF 214L offer identical coverage, and differ only in timing).

Exam: 75% Coursework: 25% (test)

Pre-requisites: AcF263M/L

### **AcF 215 Advanced Principles of Finance (Lent/ 15 Credit/ level 5)**

This module provides a detailed analysis of four key Finance paradigms: (i) decision making under uncertainty, including utility theory, (ii) state preference theory and arbitrage pricing (iii) capital asset pricing and market equilibrium, (iv) option pricing.

Exam: 75% Coursework: 25% (test)  
Pre-requisites: AcF214M/L **and** A-Level Mathematics

### **AcF 263M/L Introduction to Finance (Michaelmas or Lent/ 15 credit/ level 5)**

This module offers an introduction to Finance. It covers the financial environment (assets, markets, intermediaries), capital investment appraisal, an overview of the risk/return tradeoff and the cost of capital. (AcF 263M and AcF 263L are identical modules, and differ only in timing).

Exam: 75% Coursework: 25% (test)

### **AcF 301 Financial Accounting 1 (Michaelmas/ 15 credit/ level 6)**

This module deals with accounting for complex entities, addressing concepts, issues and techniques. It examines accounting for business combinations, goodwill and strategic investments (associates and joint ventures), and other aspects of consolidation, foreign currency translation, accounting for financial instruments used for hedging, and segmental reporting, all within the context of modern accounting theory.

Exam: 75% Coursework: 25% (test)  
Pre-requisites: AcF212

### **AcF 302 Corporate Finance (Lent/ 15 credit/ Level 6)**

This course equips students with the knowledge to apply the techniques that have been developed in corporate finance to real world situations. It builds on and extends the concepts covered in the basic financial management courses. The major topics covered include capital budgeting, capital structure, corporate valuation, corporate restructuring, merger and acquisitions, dividend policies, and application of options in Corporate Finance.

Exam: 75% Coursework: 25% (test)  
Pre-requisites: AcF214M/L

### **AcF 303 Advanced Management Accounting (Lent/ 15 credit/ Level 6)**

This module aims to extend students’ understanding of management accounting, focussing on three distinct approaches to the discipline: conceptual, practical and applied. The conceptual material in the course will seek to develop critical thinking skills for students by inviting them to consider the wide range of philosophical and economic theories that fit with the management accounting paradigm. In particular students will learn to become critical of assertions about the superiority of particular management accounting techniques and will be able to identify that the appropriateness of a technique is contingent on a number of factors, including context, pragmatism and organisational structures and objectives. The practical element of the course will introduce students to new management accounting techniques, including the role of uncertainty in management accounting, management control systems and the use of transfer pricing. The emphasis in learning these techniques will be placed on identifying when and how these approaches can be used to help management make appropriate decisions in a range of contexts, including those relating to the private and public sectors. The applied material will centre on a series of case study classes in which students will be required to engage with case study material and articulate their ideas about how to help the case organisation solve the particular problems that it faces.

Exam: 75% Coursework: 25%  
Pre-requisites: AcF213M/L

### **AcF 304 Financial Markets (Lent/ 15 credit/ level 6)**

The objective of this module is to offer a practical introduction to the workings of today’s financial markets and institutions built on a theoretical base. Moving beyond the descriptions and definitions provided by other textbooks and UK university courses in the field, AcF 304 ‘Financial Markets’ encourages students to understand the connection between the theoretical concepts and their real-world applications. Topics include Foreign Exchange, Stock Markets, Bond Markets, Derivatives, Central Banks' Monetary Policy and Financial Crises. This module prepares students for successful careers in the financial services industry or successful interactions with financial institutions, whatever their future careers.

Exam: 75% Coursework: 25%  
Pre-requisites: Ac.F214M/L

### **AcF 305 International and Risk Financial Management (Michaelmas/ 15 credit/ level 6)**

This module provides knowledge that is important to those concerned with financial management in a multinational setting. Areas covered include: (i) the relationships between exchange rates, interest rates and inflation rates, (ii) forward, futures and options markets, (iii) corporate exchange rate risk management.

Exam: 75% Coursework: 25%  
Pre-requisites: AcF214M/L

### **AcF 306 Taxation (Michaelmas/ 15 credit/ level 6)**

This module provides an understanding of the economic and social impact of taxation and how these impacts influence the formation of tax policy. The module covers the basic principles of UK income tax, corporation tax and other taxes, and teaches students to perform basic tax computations.

Exam: 75% Coursework: 25%  
Pre-requisites: AcF212

### **AcF 307 Issues in Auditing (Michaelmas/ 15 Credit/ Level 6)**

This module examines the economic rationale for auditing, the structure of the industry and considers some of the problems faced by the auditing industry. Fundamental issues involved in auditing financial statements and financial information systems are examined.

Exam: 75% Coursework: 25%  
Pre-requisites: AcF211

### **AcF 308 Financial Statement Analysis [NOT RUNNING 20/21] (Lent/ 15 Credit/ Level 6)**

This module introduces: the use of accounting numbers in the valuation of businesses; the properties of accounting ratios; accounting quality analysis; financial distress prediction; relationships between share prices and accounting numbers. Students must have taken at least one financial accounting module and at least one finance module.

Exam: 75% Coursework: 25%  
Pre-requisites: AcF212 **and** AcF214

### **AcF 311 Financial Accounting II (Lent/ 15 Credit/ Level 6)**

This module develops students' critical evaluation of advanced financial accounting issues and places this within the international accounting context. Topics covered include the accounting treatments of taxation, pensions and share based payments. The module also introduces empirical research on issues of relevance to accounting practitioners and accounting regulators in topic areas such as earnings management, building on and extending the basics introduced in other modules.

Exam: 75% Coursework: 25% (test)  
Pre-requisites: AcF212

### **AcF 318 Professional Ethics (Lent/ 15 Credit/ Level 6) (Final Year Only)**

This module investigates the role of ethics in business life. The course begins with the study of core ethical theories, then extends into aspects of individual ethics, stakeholder perspectives on ethical management, corporate social responsibility, different forms of ethical reporting, and various codes of governance and conduct including those of professional bodies. The course also covers core legislation on topics including bribery, whistle blowing and money laundering.

Exam: 75% Coursework: 25%  
Pre-requisites: AcF 111

### **AcF 321 Investments (Lent/ 15 Credit/ Level 6)**

The aim of this module is to equip students with the tools necessary to enable them to make the core investment management decisions that managers face on a daily basis as well as the knowledge as to where they can find the information necessary to apply those tools. This course is an introduction to investment analysis, with emphasis on the pricing of equity securities. This course covers fundamental concepts and key issues in asset pricing; modern portfolio theory and its applications; equilibrium theories of asset pricing; portfolio performance evaluation; mutual funds and hedge funds. It provides an entry point to advanced-level subjects and foundational knowledge on the valuation and arbitrage of investment assets.

Exam: 75% Coursework: 25% (test)  
Pre-requisites: AcF214M/L

### **AcF 322M Bloomberg for Financial Analysis [NOT RUNNING 20/21] (Michaelmas/ 15 credit/ level 6)**

The aim of this module is to enable students to utilise industry-standard financial data platforms as used in the financial industry. Students will learn a structured approach to data collection and analysis, about different types of funds and their characteristics, consider risk as it relates to stocks and also the use of fundamental analysis.

Exam: 0% Coursework: 100%  
Pre-requisites: AcF214M/L

**\*AcF322M will not be available to sign up for online; you must contact the AcF department directly. A waiting list will apply; priority will be given to AcF majors.**

### **AcF 324 Quantitative Finance [NOT RUNNING 20/21] (Michaelmas/ 15 credit/ level 6)**

This module is designed as an introduction to econometric and time series methods for the analysis and research of financial assets and capital markets relationships. The focus will be on the analysis of financial data and econometric methods for modelling of financial time series, risk management and forecasting. The key objectives are to:

1. explain how econometric methods can be used to learn about the behaviour of financial assets;
2. endow students with practical experience of analysing financial data useful for research and practical work in the quantitative finance industry using basic statistical software packages
3. endow students with the relevant quantitative skills for advanced studies in MSc programmes.

Exam: 65% Coursework: 35%  
Prerequisites: AcF 214M/L and MSCI 212 or equivalent.

(Please contact the Module Director directly to propose and discuss your equivalent set of courses.)

### **AcF 338 Accounting for Business Resilience [NOT RUNNING 20/21] (Michaelmas/ 15 Credits/ Level 6) [Final Year Only]**

Investors, business executives, regulators and the accountancy profession increasingly recognize that social and environmental challenges pose significant risks to the financial resilience of business while also providing many novel opportunities. Accountancy plays a major role in effective management of these risks and opportunities to build resilient businesses. In this module, you will learn about cutting-edge developments in accounting for sustainability for the improvement of business resilience. You will also develop your knowledge and understanding about the importance of awareness of the changing social and institutional context within which organizations operate.

Exam: 75% Coursework: 25%  
Prerequisites: AcF111

### **AcF 380 Foundations of Banking (Michaelmas/ 15 credit/ level 6)**

This module provides a foundation in banking by familiarising students with the basic business activities of banks, and illustrates the role of banks for the economy while retaining a bank-level rather than a macroeconomic perspective. It also highlights the role of regulation and supervision in the banking industry to differentiate banking from all other industries, and how crises reshape regulation in banking. The objective of this module s to introduce banking and what is special about it into the curriculum to equip students with a basic foundation to pursue careers in the banking industry.

Exam: 75% Coursework: 25% (test)  
Pre-requisites: AcF214M/L

### Economics

### **ECON 207 Microeconomic Analysis (Michaelmas, 15 credit, level 5)**

This course covers aspects of microeconomics relevant to general management. Techniques and tools of analysis are emphasised alongside relevant theory. Topics covered include: production theory, linear programming, demand analysis and estimation, pricing, competitive behaviour and the theory of games, the internal organisation of the firm, incentives, transfer pricing, and mechanisms for the reconciliation of the interests of a firm’s owners and its managers.

Exam: 60% Coursework: 40%

Pre-requisites: ECON102 or ECON224

**This module cannot be taken with ECON220, ECON221, ECON222 or ECON223.**

### **ECON 208 Macroeconomics Analysis (Lent, 15 credit, level 5)**

The objective of the course is to show how a real-world phenomenon can be understood by using macroeconomic models. The course will familiarize participants with the interpretation of macroeconomic data and will study the implications of economic policies in both a closed and an open economy environment. At the end of the course, students are expected to be able to interpret macroeconomic events and address macroeconomic questions by using the concepts and the methodology conveyed in lectures and tutorials. The course will put emphasis on major important issues related to economic growth, the causes of economic fluctuations and the effectiveness of economic policy.

Exam: 60% Coursework: 40%

Pre-requisites: ECON102 or ECON224 & ECON225

**This module cannot be taken with ECON220, ECON221, ECON222 or ECON223.**

### **ECON 212 Introduction to Econometrics (Lent, 15 credit, level 5)**

This course provides an introduction to the theoretical concepts and applications of econometrics. Econometric techniques taught include bivariate regression, multiple regression and two stage least squares. The importance and relevance of statistical and diagnostic testing is emphasised in the context of econometrics applications. Students are introduced to the statistical package SPSS, the understanding of which is an integral part of the course.

Exam: 67% Coursework: 33%

Pre-requisites: ECON102 or ECON224 & ECON225, plus MNGT213

### **ECON 220 Intermediate Microeconomics 1 (Michaelmas, 15 credit, level 5) (2nd year only)**

This course introduces students to the fundamental theoretical tools required to study microeconomics. It forms core preparation for courses offered in second and third years. The course requires algebra, elementary calculus, logical thinking, and problem solving ability. The topics it covers include utility maximization, profit maximization, cost minimization, and introduction to market structures.

Exam: 60% Coursework: 40%

Pre-requisites: ECON102 plus Maths A-Level.

**This has to be signed off by the Economics department.**

**This module cannot be taken with ECON207 or ECON208.**

### **ECON 221 Intermediate Microeconomics 2 (Lent, 15 credit, level 5) (2nd Year only)**

This course continues the development of intermediate microeconomic analysis from Econ 220. The topics it covers include market structures, externalities, information economics, public goods, general equilibrium and welfare economics.

Exam: 60% Coursework: 40%   
Pre-requisites: ECON220 and Maths A level.

**This has to be signed off by the Economics department.   
\*\*This module cannot be taken with ECON207 or ECON208.**

### **ECON 222 Intermediate Macroeconomics 1 (Michaelmas, 15 credit, level 5) (2nd Year only)**

This course is designed to extend the knowledge of the principles of macroeconomics which students acquired in their first year. Although the main focus of the course is on macroeconomic theory, this is taught within the context of current events in the international macroeconomic environment. Students are encouraged to use their knowledge of macroeconomic theory to gain a better understanding of current macroeconomic events and issues. Topics include: classical and Keynesian views; the role of money; real balance and wealth effects; the government budget constraint; monetary policy in the UK; models of exchange rate determination.

Exam: 60% Coursework: 40%

Pre-requisites: ECON102 plus Maths A-Level.

**This has to be signed off by the Economics department.**

**This module cannot be taken with ECON207 or ECON208.**

### **ECON 223 Intermediate Macroeconomics 2 (Lent, 15 credit, level 5) (2nd Year only)**

This course emphasises the application of macroeconomic theory to current policy issues. Considerable emphasis is placed on the use of analytical tools for gaining a better understanding of the workings of the macro-economy and the ways in which policy makers respond to macroeconomic problems. Topics include: unemployment and inflation; adaptive and rational expectations; policy effectiveness under rational expectations; the economics of independent central bank; growth theory.

Exam: 60% Coursework: 40%   
Pre-requisites: ECON222 \***This module cannot be taken with ECON207 and/or ECON208.**

### **ECON 224 Topics in Economics for Managers (Michaelmas, 15 credit, level 4)**

This course provides an introduction to microeconomics for students majoring in business-related degrees and covers a range of important topics for understanding the business applications of economics. The course covers: choice and resource allocation; consumer behaviour and the determinants of demand; firm production decisions, cost curves and the determinants of and supply; the objectives and impacts of taxes and subsidies; market structure, competition and an introduction to strategic behaviour; market failure – externalities (e.g., pollution) and public goods; and employment, wages and the labour market.

Exam: 67% Coursework: 33%

**This module cannot be taken by students who have taken Part I Economics.**

### **ECON 225 Further Topics in Economics for Managers (Lent, 15 credit, level 4)**

The course is designed for business major students looking to understand the macroeconomic environment, the influence of macroeconomic policies / trends on economic activities, and who are seeking tools, concepts, and models to guide their decision-making. The course examines business cycles, interest rates and inflation, monetary and fiscal policies, the balance of payments, exchange rates, trade deficits and the national debt, the issues and role of the financial sector in the economy.

Exam: 67% Coursework: 33%

Pre-requisites: ECON224

**This module cannot be taken by students who have done Part I Economics.**

### **ECON 228 Game Theory (Lent, 15 credit, level 5)**

This course aims to familiarise students with strategic decision making and develop analytical skills which can be used in different strategic situations. Students will be provided with the knowledge, understanding and skills required to set up and to solve models as a means of analysing economic problems using game theoretical tools. By the end of this course, students should be able to engage in abstract thinking by extracting the essential features of complex systems to facilitate problem solving and decision-making.  As well as being able to apply appropriate mathematical techniques to the analysis of both micro and macro - economic phenomena.

Exam: 67% Coursework: 33% article

Pre-requisites: ECON102 or ECON224 & ECON225

### **ECON 229 Applied Economics (Michaelmas, 15 credit, level 5)**

The course aims at enhancing the ability for logical and structured problem analysis, the ability to present clearly technical subjects, and their ability to assess real-life economic issues relating them to their studies. Topics covered include poverty and inequality, the economics of crime and the financial crisis.

Exam: 67% Coursework: 33% essay and presentation

Pre-requisites: ECON 102 or ECON 224

### **ECON 230 Economic Policy [NOT RUNNING 20/21] (Lent, 15 credit, level 5)**

The purpose of this course is to provide an understanding of the basic concepts related to the role of governments in the Economy, and the findings of academic research with regards to the limitations and ways in which the government may intervene. The course will focus on Environmental and energy policies. It will help the students master the tools and methods that are relevant for solving market failures in environmental contexts and apply them to provide rigorous foundations to ground their views on current environmental issues. Students will learn to understand the basic tools to critically assess the efficiency and feasibility of environmental and energy policies.

Exam: 70% Coursework: 30% group presentation

Pre-requisites: ECON 102 or ECON 224

**Cannot be taken in same year as ECON224**

### **ECON 320 Applied Macroeconomics [NOT RUNNING 20/21] (Michaelmas, 15 credit, level 6)**

This course develops understanding of the application of macroeconomic theory and quantitative methods in the analysis of international economics and UK economic performance. The course integrates intermediate macroeconomic theory, statistical methods, the interpretation of data and empirical results. Analysis is applied to macroeconomic issues important to businesses and policy makers (including exchange rate regimes, international parity conditions, business cycles, and monetary unions).

Exam: 60% Coursework: 40% essay

Pre-requisites: ECON222 or ECON208, plus MNGT 213

**Cannot be taken in the same year as ECON222 or ECON208**

### **ECON 321 Sports Economics [NOT RUNNING 20/21] (Michaelmas, 15 credit, level 6)**

This course aims to provide students with detailed understanding of the application of theoretical and empirical methods to the field of sports, and to explore policy issues impinging on competitive balance and uncertainty of outcome in professional team sports leagues. The course requires the knowledge of basic analytical tools including graphs, calculus, basic algebraic manipulation and appreciation of econometric and other evidence. By the end of this module, students will have enhanced their knowledge of applied microeconomics as applied to the sports sector. The module aims to enhance student ability to undertake logical and structured problem-based analysis, to present clearly technical material relevant to the sector and to appraise actual economic problems facing stakeholders and policy makers.

Exam: 67% Coursework: 33% essay

Pre-requisites: Econ 207 or ECON 220

### **ECON 322 Health Economics (Michaelmas, 15 credit, level 6)**

The purpose of this course is to introduce students to the economics of health and health care. The course provides a comprehensive set of economic tools to critically appraise fundamental issues in the economics of health while offering a broad overview of the UK National Health Service and other health care systems around the world. The emphasis is on the use and interpretation of microeconomic models and the most current empirical evidence.

Exam: 60% Coursework: 40% group presentation and individual essay

Pre-requisites: ECON207 or ECON 220

### **ECON 323 Public Economics (Lent, 15 credit, level 6)**

The objective of this course is to study the role of the public sector in the economy. One part of the course is the study of government policy: Public Economics. This includes topics such as the provision of public goods, the design of taxation, tax competition, and healthcare and pension system. The other part studies the government itself: Political Economy. This includes topics such as the properties of different electoral systems, the role of politicians, and the impact of decentralization. Most of the lectures are dedicated to the study of the major theoretical models, while the tutorials are used to review empirical evidence and critically assess the models.

Exam: 67% Coursework: 33% group presentation and individual essay

Pre-requisites: ECON207 or ECON 220 \*can be taken in the same year

### **ECON 326 Monetary Macroeconomics (Michaelmas, 15 credit, level 6)**

The course covers the foundations of monetary economics. Starting from an overview of the evolution of the study of monetary policy, the course introduces students to the analysis of simple models in which knowledge of microeconomic and macroeconomic theory are combined in order to understand the role of monetary policy. In the second part of this course students will focus on applications of monetary theory to central banks problems and the recent objectives of the Bank of England Monetary Policy Committee. Topics include: The Real Business Cycle model and the money neutrality, the New Keynesian approach to monetary policy analysis, monetary policy in a monetary union, the role of the central bank, the instrument choice problem and the need of independency and the macro-prudential policy and the financial crisis.

Exam: 67% Coursework: 33% group presentation and individual essay  
Pre-requisites: ECON208 or ECON222

### **ECON 327 Labour Economics (Michaelmas, 15 credit, level 6)**

This course focuses on the microeconomics of labour. It covers topics such as labour supply, labour demand and labour market policies such as national insurance contributions and minimum wages. The second part of the course focuses on education economics, unemployment, unions, migration, labour market discrimination, and inequality issues. The last topic explored falls within the area of personnel economics with a particular emphasis on principal agent problems in human resources and the design of incentives within firms.

Exam: 67% Coursework: 33% essay and group presentation

Pre-requisites: ECON207 or ECON220 \*can be taken in the same year

### **ECON 328 Experimental and Behavioural Economics (Michaelmas, 15 credit, level 6)**

This course will introduce students to the field of Behavioural and Experimental Economics. The course provides the necessary skills to study how the standard rationality assumptions can be relaxed in order to account for psychological and cognitive biases as well as social preferences. In addition, it introduces students to the tool of experimentation in economics as a means of collecting data to test the various economic theories.

Exam: 60% Coursework: 40% essay

Pre-requisites: ECON220 & ECON228 or ECON207 & ECON228

### **ECON330 Econometrics (Michaelmas/ 15 Credit/ Level 6)**

This course provides up-to-date theoretical and quantitative econometric methods necessary to conduct applied research in economics/policy analysis. Relevant mathematical and statistical techniques of key topics in econometrics will be emphasised. Topics include linear regression, instrumental variables, causal inferences, binary choice models, panel data, time series modeling, and forecasting. Applied work is carried using econometrics software, Stata.

Exam: 67% Coursework: 33% tests

Pre-requisites: ECON102 and ECON212

### **ECON 331 Industrial Organisation (Lent, 15 credit, level 6)**

This course focuses on firm behaviour and competition, using theoretical (especially game theoretic) and empirical models. The relationship between industry structure and firm conduct is explored, together with aspects of firm behaviour such as advertising, R&D, mergers, barriers to entry and regulation.

Exam: 67% Coursework: 33% essay

Pre-requisites: ECON207 or ECON220 \*can be taken in the same year

### **ECON 332 Development Economics (Lent, 15 credit, level 6)**

This course provides an introduction to the theories and problems of economic development – it focuses on economics of growth and development, both from a theoretical and empirical perspective. The course would provide appropriate theoretical and analytical tools to facilitate a broad understanding of economic development, with particular emphasis on developing and emerging economies. Specifically, it begins with focusing on theoretical aspects such as Solow growth models, Endogenous growth models, theories of informal credit markets and then continue to empirical issues such as education, health, infrastructure, institutions, conflicts, etc.

Exam: 67% Coursework: 33% essay

Pre-requisites: ECON220 & ECON222 or ECON207 & ECON208

### **ECON 333 International Trade (Lent, 15 credit, level 6)**

The focus of this course is in developing models, which explain why countries trade with each other, and the implications of such trade. It develops understanding of concepts and theories of international trade and factor flows, including government policies on international trade. Topics covered include trade theories under perfect and imperfect competition, and trade policies under perfect and imperfect competition.

Exam: 67% Coursework: 33% essay  
**Pre-requisites: ECON220 & ECON222 or ECON207 & ECON208**

### **ECON 334 International Business [NOT RUNNING 20/21] (Lent, 15 credit, level 6)**

This course is concerned with the role of international business in globalisation and its impacts through the analysis of the growth and evolution of established and internationalising firms and their role in the ‘global factory’. The course covers core topics in international business: explaining globalisation –the first and second waves; key drivers of globalisation – the liberalisation of trade, capital and foreign direct investment (FDI); global trends in R&D and innovation; competitive advantage, and the role of international division of labour in international production. Applied topics covered include: strategic interaction between international firms; the evolving ‘global factory’ – the growth of ‘out-sourcing’ and networks; home and host country impacts of the global factory – employment, technology transfer, trade and inequality; risk and risk management in international business; transfer pricing issues; and the cost of capital in international business.

Exam: 67% Coursework: 33% essay

Pre-requisites: ECON220 & ECON222 or ECON207 & ECON208

**This module is not available to students taking AcF305.**

### Entrepreneurship, Strategy and Innovation

### **ENSI 207 Entrepreneurship: Discovery and Practice (Michaelmas/ 15 Credit/ Level 5)**

The module will develop an introductory understanding of key areas of entrepreneurship as well as introducing you to experience a range of entrepreneurial skills (creativity, identifying opportunities, accessing resources, creating value) to enable to you understand key aspects of the entrepreneurial process. These skills will be transferable to many contexts, whether you wish to open your own business, be entrepreneurial in your career, or for working within Government or social enterprises.

Exam: 0% Coursework: 70% Portfolio, 30% Test

**Can only be taken if ENSI101 was not taken at Part 1**

### **ENSI 210 Entrepreneurial Mindset (Lent/ 15 Credit/ Level 5)**

Building upon Entrepreneurial Learning theories, this course prepares you to understand the core dimensions of an entrepreneurial mind set and guides you to find and assess opportunities, seek answers, gather resources and implement solutions regardless of your specific context or institutional constraints.

Exam: 0% Coursework: 60% Report, 40% Test

### **ENSI 211 Business Start-up (Lent/ 15 Credit/ Level 5)**

This module aims to advance knowledge of entrepreneurship by experiencing aspects of the business start-up process through project-based activities. It aims to help you understand you own enterprise skills and develop the ability to communicate new business ideas using opportunity business models in the context of business start-up.

Exam: 0% Coursework: 30% Video Presentation, 70% Essay

### **ENSI 212 Selling and Negotiating for Entrepreneurs (Michaelmas weeks 1-5/ 7.5 Credits/ Level 5)**

Being able to sell is an important skill for anyone pursuing an entrepreneurial career, whether this be to start their own business, or whilst working within an existing organization. This course will focus on two key areas. The first will be to understand what makes a good sales pitch and how to craft a powerful story that persuades customers or colleagues about the benefits of your venture (or project or idea) and also about yourself and your team. Second, you will have a first-hand opportunity to experience selling and to work on refining your sales pitches.

Exam:  0%  Coursework: 60% Selling Project, 40% Reflective Essay

### **ENSI 214 Networking for Entrepreneurship (Michaelmas weeks 1-5/ 7.5 Credits/ Level 5)**

The purpose of this course is to introduce you to the importance of networks for entrepreneurship. At the same time, the course will outline key ideas and concepts underpinning networks / networking for entrepreneurship. Based on these key ideas, you will have an opportunity to practice and develop you own networking skills.

Exam:  0%  Coursework: 100% Reflective Essay

### **ENSI215 Funding for Entrepreneurial Ventures (Michaelmas weeks 6-10/ 7.5 Credits/ Level 5)**

This module will provide you with an insight into the funding process for new ventures or projects. Topics will include funding sources, as well as the challenges and strategies for funding. A variety of funding sources will be discussed, including bank loans, venture capital and crowdfunding. The module will focus on what makes a good case for funding and the challenges that you might face. The module will also integrate practice, which will help you develop skills that will be valuable in your future career.

Exam:  0%  Coursework:  100% Essay

### **ENSI216 Product and Service Innovation (Michaelmas weeks 6-10/ 7.5 Credits/ Level 6)**

The objective of this course is to equip you to meet the challenge in managing product and service innovation processes, especially in the small business environment. The aim is to inspire your enthusiasm and understanding of innovation and encourage the practice of tracking and evaluating the impact of innovations vital to anyone in business. These include building motivation, developing a critical and active approach to learning as well as developing ability to link understanding of contemporary innovation to theory.

Exam: 0% Coursework: 100% Essay

### **MNGT302 Management Simulation (Lent/ 15 Credits/ Level 6)**

This module is a computer-based strategic management simulation that provides the opportunity to apply strategy concepts in practice. Teams of students run their own regional airline for eight simulated quarters in direct competition with other student teams. Each team takes over a small but growing airline with a mixed history of profitability. By the end of the term, the expectation is that each airline will be in a much healthier state! The module provides valuable team-based hands-on experience developing and implementing strategy for a small but growing business in a simulated environment.

Exam: 0% Coursework: 100% Company Report, Company Presentation, Peer  
 Assessment and Reflective Essay

Pre-requisites: You must have taken MNGT220 or ENSI301 in order to take this module.

### **ENSI311 Franchising (Lent/ 15 credits/ Level 5)**

The course will examine the growth of business format franchising, considering its history and development as a business concept. It will also explore what ingredients are required for a successful franchise system. Other issues which will be addressed are the problems and challenges which may arise in the management of franchise networks, and the nature of the franchisee/franchisor relationship.

Exam: 0% Coursework: 50% Essay, 50% Client Report

**Can be taken as a 2nd year module.**

### **ENSI316 Social Contexts of Entrepreneurship (Michaelmas weeks 6-10/ 7.5 Credits/ Level 6) (Final Year Only)**

This module will provide you with an alternative view of entrepreneurship and enterprise development by examining the social context of entrepreneurship. The module will be based on an interactive, student-led model of learning. Conceptual issues such as the power and dominance of a particular enterprise discourse, organisational legitimacy, theories of trust, responsibility, sustainability and stewardship will be applied to practice.

Exam: 0% Coursework: 40% Presentation, 60% Reflective Essay

Pre-requisites: ENSI 101 or ENSI 207 or 30 credits of 2nd year ENSI modules OR prior experience relevant to the module (see module convenor)

### **ENSI317 Family Business (Michaelmas weeks 6-10/ 7.5 Credits/ Level 6) (Final Year Only)**

This course tackles the overarching question: how can family enterprises achieve a match between internal organizational capabilities and external environmental conditions that facilitates improved performance, potentially across generations? The module will enable you to develop management and practical skills by confronting theory with practice through case study material and direct contact with family business owners.

Exam: 0% Coursework: 40% Case Study Analysis, 60% Case Study Report

Pre-requisites: ENSI 101 or ENSI 207 or 30 credits of 2nd year ENSI modules OR prior experience relevant to the module (see module convenor)

### **ENSI 321 Gender and Entrepreneurship in a Global Context (Lent/ 15 Credits/ Level 6) (Final Year Only)**

This module will provide you with an alternative gendered and socio-political insight into the importance of entrepreneur and employee diversity in an increasingly globalised world. The module takes an interactive and practical approach to classroom learning to help you develop skills to explore the impact of gender and diversity on models of business, including the sometimes controversial facts and fictions presented in the media, policy and everyday societal attitudes towards management and entrepreneurship across developed and developing countries.

Exam: 0% Coursework: 30% Cultural Audit, 70% Reflective Essay

Pre-requisites: ENSI 101 or ENSI 207 or 30 credits of 2nd year ENSI modules OR prior experience relevant to the module (see module convenor)

### **ENSI322 Business Model Innovation (Michaelmas weeks 1-5/ 7.5 Credits/ Level 6) (Final Year Only)**

This module takes a practical approach to help you understand and design business models. This module has been developed to provide you with a theoretical basis as well as cutting-edge tools and frameworks for business model design and innovation for both start-ups, and established organisations, which you will apply to real-life organisations.

Exam: 0% Coursework: 20% Case Study Analysis Report, 80% Reflective Report

Pre-requisites: ENSI 101 or ENSI 207 or 30 credits of 2nd year ENSI modules OR prior experience relevant to the module (see module convenor)

### **ENSI323 Building and Leading Entrepreneurial Teams (Michaelmas weeks 1-5/ 7.5 Credits/ Level 6) (Final Year Only)**

Entrepreneurial teams operate in diverse contexts and organisations at the local, regional and international level. This course focuses on building and leading entrepreneurial teams that can operate in diverse contexts. It will provide you with an understanding of how entrepreneurial teams are formed, interact and produce diverse outcomes.

Exam: 0% Coursework: 55% Reflective Essay, 45% Group Portfolio

Pre-requisites: ENSI 101 or ENSI 207 OR 30 credits of 2nd year ENSI modules OR prior experience relevant to the module (see module convenor)

### Management Core Modules

### **MNGT213 Data Analysis for Management (Michaelmas/ 15 Credit/ Level 5) (Second Year)**

The purpose of this course is to provide students with an introduction to statistical techniques and their applications in the context of business and management problems, and to show how data analysis methods can be applied to problems in a management context, making proper use of an appropriate computer package. In addition, the course is designed to develop students' abilities to make effective use of computer software for data analysis. The course covers basic data analysis, data presentation, elementary probability, discrete and continuous distributions, data collection, confidence intervals, sample size, correlation and regression.

Exam: 70% Coursework: 30%

### **MNGT220 Fundamentals of Strategic Management (Lent/ 15 credit/ level 5) (Second Year)**

Strategic Management is about making distinctive choices concerning the direction and scope of the organization over the long term, in order to enhance its ability to create value and improve its prospects for organizational survival and growth. The goal of this module is to provide you with an understanding of strategy that will enable you to discuss real-life business activities within a framework of contemporary strategic management thinking. This module is designed to encourage you to develop a personal and distinctive understanding and appreciation of strategizing for different industries and in uncertain environments, through lectures, workshops, case analyses and class discussions.

By the end of the module, successful students will be able to demonstrate:

1. an understanding of, and ability to critically discuss, key strategy frameworks and concepts;
2. the ability to apply and modify strategy concepts and frameworks in complex organizational contexts;
3. the ability to identify key strategic issues and options in real organizational contexts;
4. the ability to work in an international team to plan, structure and communicate strategy analysis in a comprehensive yet concise way.

Exam: 70% Coursework: 30% (25% Group Presentation, 5% Discussant Role)

### **MNGT320 Rethinking Leadership (Lent/ 15 credit/ level 6) (Third Year)**

It is often argued that “more effective leadership” is a key way to improve organizational performance. Yet, it is also increasingly evident that traditional understandings of what constitutes leadership - heroic and transformational models - have not lived up to their promise. Against this background, MNGT 320 seeks to re-think leadership dynamics by exploring the strengths and weaknesses of various primary perspectives on leadership. In particular, the course addresses heroic, post-heroic and critical approaches and explores important but neglected issues such as distributed leadership and proactive followership, culture and context, power and control, gender and diversity, resistance and conformity, identity and insecurity, and emotion and the unconscious. The course is designed to rethink leadership dynamics in ways that critically examine their facilitators and challenges in organizations and societies.

Exam: 50% Coursework: 50% Essay and Group Presentation

### **MNGT321 Management in the 21st Century (Michaelmas/ 15 credit/ level 6) (Third Year)**

This module will address the following question: what are the main challenges for management in the 21st Century?  This will allow us to explore some of the key themes on the current management agenda in order to equip students with a wider understanding of the challenges they will face in their careers.  We will explore how the new global economy is shaped by a new cultural understanding of value. Following this, we will discuss some of management’s reactions to environmental challenges and will try to explore the major ethical dimensions of business and management.

Exam: 50% Coursework: 50% Essay

### **MSCI212 Statistical Methods for Business (Michaelmas/ 15 Credit/ Level 5) (Second Year)**

At the heart of many real management problems are data that need to be described, analysed and interpreted. Statistical methods are important across the range of Management School subject areas. This module develops your ability to describe, analyse and interpret data soundly, making effective use of computer software. Developing these skills will also help you demonstrate to prospective employers that you have practical skills that can immediately be put to good use to solve problems for organisations either in the public or private sector. The lecture materials, and the problems you will be asked to solve in workshops, reflect the problems that organisations have to solve in practical situations where data analysis skills are required.

Exam: 70% Coursework: 30%

**Optional statistics module as an alternative to MNGT213.**

**You will need to discuss your suitability for this module with the Programme Director.**

### Work Based Learning

Students on the Industry degree undertake a work-based learning programme.

### **MNGT222 Work-based Learning (Lent/ 3 Credit/ Level 5) (Second Year)**

MNGT 222 is the preparation for placement element of the three modules that together make up work-based learning. During the module you will learn about the importance of reflective practice and how it supports learning in and from the workplace. We will explore the role of reflective leadership in modern management. You will also work with a wide range of academic literature underpinning reflective practice, reflective leadership and work-based learning to develop critically reflective perspectives on important research paradigms. The assessments for this module are a literature review and a piece of reflective writing which comprise the first elements of your learning agreement.

Exam: 0% Coursework: 100% Learning Agreement Part I

### **MNGT322a Work-based Learning (Michaelmas, Lent + Summer/ 3 credit) (Third Year)**

MNGT 322a is the placement element of the three modules that together make up work-based learning. There is no academic teaching; you will have had all the teaching necessary during the preparation for placement element of the module on MNGT 222. However, you do have assignments to submit as part of your work-based learning module. Each month you are on placement you will write a reflective log, focussing on one important learning opportunity. The logs form the appendices to your final reflective essay in MNGT322b in your final year, and are worth 10% of the grade as part of that essay. The logs are not marked while you are on placement but written feedback is provided in November and February. You also have to submit the completion of your learning agreement. This includes the plan for your Portfolio of Professional Practice and a reflection on your opportunities for continuous professional development while on placement.

Exam: 0% Coursework: 100% learning Agreement Part II (and monthly logs)

### **MNGT322b Work-based Learning (Michaelmas + Lent/ 24 Credit/ Level 6) (Fourth Year)**

MNGT 322b is the final element of the three modules that together make up work-based learning and is taught across both Michaelmas and Lent Terms of your final year. All students will work in study groups of four/five people. The first assessment is a 20 minute group presentation reflecting on the shared experience of the placement and relevant academic literature. The second assessment is the Portfolio of Professional Practice (collated from evidence collected while on placement) and an accompanying commentary. The combined word count for this assignment is around 3000 words. The final assessment is the extended reflective essay.

Exam: 0% Coursework: 100% presentation, portfolio and reflective essay

### Management Science

Modules are broken down in to the following subject areas:   
Statistics & Spreadsheet Modelling   
 *- computing skills for business analysis & intelligent use of data*Information Systems   
 – *Effective use of information technology*  
Operational Research & Management Science   
 – *Using models to make better decisions*  
Operations Management  
 – *Managing change and risk*  
Project Management & Consultancy   
 – *Essential skills for working within project and consultancy interventions*

### Operational Research and Management Science

### **MSCI222 Optimisation (Michaelmas/ 15 Credit/ Level 6) (Final Year Only)**

Optimisation, sometimes called Mathematical Programming, is concerned with finding the “best” solution to a problem that has a large number of possible solutions. More formally, it is concerned with maximising or minimising a function of some decision variables, possibly subject to constraints. Optimisation has a huge array of applications in many fields, and optimisation models are now used routinely in industry (especially in manufacturing, energy production and transport), in the public sector (especially defence and healthcare) and in the services (especially finance). Therefore, skills in formulating and solving optimisation problems are valuable for a variety of careers. The course is designed to enable students to apply optimisation techniques to business problems. Students should take it if they are interested in modelling real situations via mathematics. However, the goal is not mathematics for its own sake. We also want the students to have an understanding of the types of situations in which the various techniques can (or cannot) be applied.

Exam: 50% Coursework: 50%

Pre-requisites: MSCI224

### **MSCI223 Business Modelling & Simulation (Lent/ 15 Credit/ Level 6) (Final Year Only)**

Computer simulation methods are amongst the most commonly used approaches within Operational Research and Management Science. The aim of this course is to teach the skills required to apply simulation successfully to help improve the running of a business. Modern simulation packages are a valuable aid in building a simulation model and this course will employ the Witness simulation package, which is widely used commercially. However, without the proper approach, the results of a simulation project can be incorrect or misleading. This course looks at each of the tasks required in a simulation project. It emphasises the practical application of simulation, with a good understanding of how a simulation model works being an essential part of this.

Exam: 40% Coursework: 60% Group project

Pre-requisites: MSCI224 *\*cannot be taken in the same term as MSCI224*

### **MSCI224 Techniques for Management Decision making (Lent/ 15 Credits/ Level 5)**

Quantitative techniques based on mathematics and statistics can be extremely powerful tools in helping to solve organisational problems. Therefore, they are widely used in practice. This module introduces and explains the business situations in which such techniques can be applied and shows how to use these techniques and interpret their results to make better business decisions. The course is particularly relevant for careers in general management, accountancy, consultancy, and business analysis. The following techniques will be introduced in this course: Network Analysis, Linear Programming, Decision Analysis, Forecasting and Simulation. These five techniques are part of the scientific discipline known as Management Science, or Operational Research. Emphasis will be put on, not only, how to apply a technique, but also its benefits and limitations to understand when (and when not) to apply it.

Exam: 70% Coursework: 30% - 2 tests worth 15% each

Pre-requisites: MNGT130

### **MSCI331 Data Mining for Direct Marketing and Finance (Lent/ 15 Credit/ Level 6)**

The field of data mining (also known as intelligent data analysis) brings together real large-scale datasets and algorithms from statistics, machine learning and computational intelligence that can work efficiently with real-world datasets. MSCI331 provides an introduction to the fundamental methods and approaches from the interrelated areas of data mining, statistical/ machine learning, and intelligent data analysis. It covers the entire data analysis process, starting from the formulation of a project objective, developing an understanding of the available data and other resources, up to the point of statistical modelling and performance assessment.

The course extends the concepts of statistical model building and the models from the introductory statistics modules (like MSCI212) towards methods from machine learning and artificial intelligence.

Exam: 0% Coursework: 100%

Pre-requisites: MNGT213

**This module may be taken in the same year as MNGT213**

### **MSCI 381 Business Forecasting (Michaelmas/ 15 Credit/ Level 6)**

This module introduces you to various current techniques for forecasting future customer demand, including a range of predictive models that develop your knowledge of the best ways of forecasting in problem situations. The aim is to ensure that you have the skills needed to develop a validated quantitative set of forecasts using both extrapolative and causal forecasting methods, and that you can apply a simple forecasting method to support demand and revenue management. You will also learn to identify and exploit opportunities for revenue optimisation in different business contexts. You review the main methodologies used in each of these areas, discuss legal issues associated with different pricing strategies, and survey current practices in different industries. Most of the topics covered are either directly or indirectly related to pricing issues faced by firms operating in environments where they enjoy some degree of market power.

Exams: 0% Coursework: 100% - 2 tests worth 25% each, assignment 50%

Pre-requisites: MSCI224

**\*Please note, this module will run in Lent term in academic year 21/22**

### Operations Management

### **MSCI 231 Introduction to Operations Management (Michaelmas/ 15 Credit/ Level 5)**

Operations Management is a core managerial discipline for all kinds of operation – from private sector manufacturing through to public sector services. It is applicable to any of the organized processes that underpin the modern world: transportation, the generation of energy, retailing, the production of goods, the provision of medical and educational services, etc. Many areas of management have strong connections with OM, so an understanding of its main principles is relevant to those taking any other LUMS major. A large part of OM is analytical: structuring, measuring and reaching logical conclusions about operations problems - such as congestion, shortage, error and failure. Part of it is constructive: being able to design processes and put together plans that systematize, coordinate and improve work. The course reflects this combination, and includes both qualitative and quantitative methods.

Exam: 50% Coursework: 50%

Pre-requisites: MNGT130

**This module cannot be taken with MSCI102.**

### **MSCI 281 Supply Chain Management (Michaelmas/ 15 Credit/ Level 6)**

This course examines the principles and practices of supply chain management, and examines supply chain and logistics management in relatively high-volume industries such as retailing. But it also looks at supply chain management critically, as just one manifestation of the more general issue of trans-organisational operations management. Most of the time will be spent considering inter-organisational relationships from various perspectives, but it will also be necessary to understand how they relate to matters within the organisation. For example, adopting Just-in-Time supply requires Just-in-Time approaches to be adopted within the firm, and vice versa.

Exam: 50% Coursework: 50%

Pre-requisites MSCI102 or MSCI231

**This module may be taken in the same term as MSCI231, without having done MSCI102**

### **MSCI 282 Quality and Risk Management [NOT RUNNING 20/21] (Lent/ 15 Credit/ Level 6)**

The management of both quality and risk are central to operations management in most if not all industries. All operations have to produce, and be seen to produce, goods or services that dependably meet the needs of their clients, avoiding the kind of catastrophic failures that destroy reputations, livelihoods and often human lives. Managing quality and managing risk both involve a combination of skills, ranging from detailed technical analysis to a broader understanding of how organizations work and fail. The purpose of this module is to give students an understanding of the main concepts in quality management and risk management within the general subject of operations management. It will treat these concepts analytically, but as grounded in the practical problems faced by both manufacturing and service operations, looking critically at both subjects, examining the limitations as well as the benefits of existing ideas and techniques

Exam: 40% Coursework: 40% assignment, 20% mid-term test

Pre-requisites: MSCI102 or MSCI231

**This module may be taken in the same year as MSCI231**

### **MSCI 382 Innovative Developments in Operations Management [NOT RUNNING 20/21] (Lent/ 15 Credit/ Level 6)**

Operations Management plays a key role in achieving the main performance objectives of an organisation. Whether the current priority is to improve customer service or to increase profitability, the way in which the organisation utilises its resources will have a significant impact. As a consequence, there have been a number of innovative developments in OM that have sought to organise resources in a significantly new manner in order to make a step change in performance. This course discusses key innovative developments in detail, including those that have led to extensive modernisation of service sector Operations Management as well as those that have revolutionised manufacturing management. There will be an emphasis on the importance of continuous performance improvement and innovation in the current competitive environment, and the key role of OM in sustaining a competitive advantage and bringing about service improvements.

Exam: 60% Coursework: 40%

Pre-requisites:MSCI102 or MSCI231

**This module may be taken in the same year as MSCI231**

### Information Systems

### **MSCI 203 Managing Business Information Systems (Michaelmas/ 15 Credit/ Level 5)**

This module provides an introduction to the use and impact of information, communication and integrated technology systems on business and organisations. It focusses not on technical specifications, but rather on managerial and business implications of using these systems. The module addresses: benefits gained by adopting ICT systems; basics of a taxonomy of the different forms of IT system; characteristics of data and information; how organisations plan and obtain new or improved systems; strategic planning, selection, and delivery of new systems; risks to the business and approaches to achieve successful implementation. The course provides the business foundation for other more specialised or technical topics in Information Systems.

Exam: 60% Coursework: 30% assignment, two tests worth 5% each

### **MSCI 206 Introduction to Enterprise Resource Planning Systems (Lent/ 15 Credit/ Level 5)**

Enterprise systems and integration solutions are essential to every modern enterprise. Also, businesses that acquired and implemented ERPs in the 1990s and early 2000s, are dealing with the upgrades for years to come. ERPs are booming in China as well as many developing countries. More recently, Cloud and Software as a Service (SaaS) are opening a new range of integration solutions for the businesses. Therefore, irrespective of a specific technology (e.g. SAP), all students graduating from a business school should acquire preliminary knowledge about enterprise systems and the integration they provide for companies. This course aims to familiarise students with the notion of integration and the ways companies can respond to their integration needs. Most importantly, it provides students with the opportunity to gain hands-on experience with an ERP system and run a virtual dairy company using the SAP system.

Exam: 60% Coursework: 40%

### **MSCI 304 Developing Business Information Systems (Lent/ 15 Credit/ Level 6) (Final Year only)**

Modern management requires not only skills in the traditional areas, such as production, marketing and finance, but also an awareness of the potential for using computerised information systems, of the benefits these may bring in support of existing activities and how

they may help the organisation to achieve a ‘competitive edge’. An understanding of how those benefits may be achieved, is likely to be a very valuable asset for those students intending to follow careers in management, whether in industry, commerce or the public and voluntary sectors.

In this course we look at how we may study business operations, analyse the situation and develop appropriate information systems designs. The same techniques can be of value whether you develop them further and become an IS professional or use them in general management or consultancy. There is an emphasis on practical application and extensive use of in-class exercises. The techniques taught in this course are widely employed by analysts in the fields of information systems and general business consultancy.

Exam: 60% Coursework: 40%

Pre-requisites: MSCI203 *\* may be taken in the same year as MSCI203*

### **MSCI 375 E-Business Management and Technology [NOT RUNNING 20/21] (Lent/ 15 Credit/ Level 6) (Final Year only)**

Digital or ‘e’ business is today’s leading form of doing business. Not only the Internet giants like Google and Facebook are e-businesses, but also any ‘going concern’ needs to understand how to ‘enhance the digital’ if it is to survive and thrive in today’s fast-moving world. To this end, the module presents a variety of frameworks that help the student formulate a comprehensive understanding of e-business in theory and practice. By creating their own Internet venture, students are introduced to the process of ideation and testing their business model assumptions, which are valuable tools in an area that is evolving quickly and faces a lot of uncertainties. The module features guest lectures from speakers from industry and a number of case studies.

Exam: 80% Coursework: 20% Group project and presentation

### Management Science – Spread Sheet Modelling

### **MSCI 242 Spreadsheet Modelling for Management (Michaelmas/ 15 Credit/ Level 5)**

Many organisational recruiters have identified a number of skills and knowledge they want to see from a prospective employee. Top in the priorities are spreadsheet modelling, problem structuring, statistics, and project management. On MSCI242 students will be introduced to Microsoft Excel 2016 and the basics of dynamic model building, including skills such as data handling, filtering and analysis, using functions, charting, plus advanced techniques such as optimisation, simulation, and the use of Visual Basic for Applications (VBA) to automate models and construct decision support models. The course will make extensive use of case-studies and workshop-orientated learning tasks.

Exam: 50% Coursework: 50%

Pre-requisites: MNGT130

### **MSCI 342 Advanced Spreadsheet Modelling (Lent/ 15 Credit/ Level 6)**

This module builds on the techniques developed during MSCI 242. The aim is to improve students’ technical competence, model design skills and VBA programming, to enable effective and powerful models to be constructed. As in MSCI242, case studies and real-life applications will be used to illustrate these concepts, and show how value can be added to models used in management and analysis situations. Students will learn general concepts about spreadsheet modelling using VBA and a wide range of modelling skills which are highly relevant to management. These include structured programming, program documentation, program verification, and user interface design, and general investigative modelling including applications involving optimisation, forecasting and simulation.

Exam: 0% Coursework: 100%

Pre-requisites: MSCI242 \***may be taken in the same year as MSCI242**

### Project Management & Consultancy

### **MSCI 251 Project Management: Tools and Techniques (Michaelmas/ 15 Credit/ Level 5)**

This course aims to introduce project management methods in a way which links to the life cycle of a typical project from the early project definition and planning stages, through project monitoring and control, to hand-over and post-project review. The course will introduce a range of practical techniques which are used for the planning, scheduling and controlling of projects. Attention is also given to the people management aspects of this activity: especially to communication, team working and the role of the project manager. Project management is an expanding field which offers exciting and challenging career opportunities. No matter what type of activity you work in, project management skills are vital and this course provides a clear and comprehensive introduction to this area. Project management concepts and techniques are explained which will be of use in many situations as organisations of all kinds increasingly need to manage complex changes.

Exam: 40% Coursework: 60%

### **MSCI 352 Project Management: Negotiation & Decision Support (Lent/ 15 Credit/ Level 5) (Final year only)**

Central to this module is the Crossbay Contracting Game: three (health service) organisations are involved in a contract negotiation, and students will be part of the management team of one of these organisations. The main aim is to reach an agreement that is satisfactory to all three parties but you must of course ensure that your own organisation is likely to come out of it well. Much of your time will be spent analysing the emerging situation and negotiating with the other parties.

Alongside this ‘management’ task there is also a modelling task. Teams are provided with a decision support system they can use to analyse the emerging situation and help them decide which strategies are cost-effective for their organisation. This course is designed to be an experiential learning experience of negotiation, DSS model use and project management.

Exam: 0% Coursework: 25% negotiation, 25% final contract, 50% reflective report

### **MSCI 354 Structuring Complex Problems (Michaelmas/ 15 Credit/ Level 6) (Final years only)**

Issues and problems in the world of management are complex and messy. To facilitate a successful project outcome, organisations need to do soft, front-end thinking to learn about a situation; understand one another’s values and objectives; and agree a way forward that accommodates these conflicting perspectives. This course focuses on the practical skills of using process tools developed for use in strategic analysis and decision making: practical methodologies that typically involve participation with the management team to structure the issues, objectives and possible solutions of complex situations. They place emphasis on dialogue to help people think through strategic problems, identify the salient issues, formulate goals and negotiate action plans for achieving these.

Exam: 30% Coursework: 70% assignments and weekly tasks

### Marketing

### **MKTG 210 Marketing Research (Michaelmas and Lent/ 30 Credit/ Level 5)**

This module introduces you to key concepts and techniques in marketing research and the analysis of marketing problems. Most of you will have been introduced to marketing research either through MKTG101 or MKTG222/227, and this module both revisits and develops the approaches and methods you were taught. The main aim of the module is to prepare you for future roles as marketing, product, brand and advertising managers by being able to commission, manage, interpret and use marketing information. The module covers both qualitative and quantitative research methods, as well as how to run and manage research projects. For the quantitative part of the unit, you will be introduced to SPSS. A key element of the Qualitative component is group work, which forms 20% of the overall course assessment. Students therefore need to be prepared and committed to working in groups of 3-6 in the first semester. The quantitative component will be assessment by an individual test.

Exam: 60% Coursework: 40% - groupwork and test  
  
Pre-requisites: MKTG101 or MKTG227

### **MKTG 222 Marketing Fundamentals (Michaelmas/ 15 credit/ level 5)**

The module offers an introduction to the fundamentals of marketing. Over the 10 week period the students will be introduced to the core concepts in marketing, such as marketing orientation, customer behaviour, market segmentation, market research, product, price, branding, distribution systems, and marketing communications.

Exam: 50% Coursework: 50% - Essay and Multiple Choice Test

**This is a module for students who have not previously studied any marketing. Not available to students who have taken MKTG101.**

### **MKTG 225 Consumer Behaviour (Lent/ 15 credit/ level 5)**

The overall aim of this module is to develop an appreciation and understanding of consumer behaviour from both managers' and consumers' perspectives, building on current research in consumer behaviour and the social sciences generally. The lectures initially focus on consumers as individuals and then consider more closely the influence of our social experiences on behaviour. The workshops provide a chance to focus on specialist topics within the field, focusing upon improving academic reading and analysis skills.

Exam: 60% Coursework: 40% essay  
  
Pre-requisites: MKTG101 or MKTG227   
Co-Requisite: MKTG210 **\*Must be taken at the same time as MTKG210**

### **MKTG 227 Marketing Management Essentials (Lent/ 15 credit/ level 5)**

The module aims to provide students with the opportunity to deepen their understanding of marketing management, its conceptual frameworks and techniques. This is achieved through a programme of lectures and facilitated seminars where students apply and adapt these frameworks and techniques in a wide range of business contexts. Students work in small teams for both seminar tasks, which focus on real world case studies, and the groupwork assessment which takes the form of a case study report. Topics covered include Consumer Behaviour, Marketing Communications, Brand Management, Services Marketing, Digital Marketing, International Marketing Strategy, Channel Strategy, and New Product Development.

Exam: 50% Coursework: 50% Groupwork  
Pre-requisites: MKTG222

**Not available to students who have taken MKTG101.**

### **MKTG 229 Routes to Market (Michaelmas/ 15 credit/ level 5)**

This module focuses on the often neglected side to marketing – the routes to market. It provides students with knowledge and understanding about the various decisions, actors and actions involved in transforming the product from its raw state to one desired by consumers, and to the mechanisms whereby brand owners work with retailers to ensure shoppers’ access to the product. This understanding is important to all marketers since it allows marketers to communicate with other areas of the organisation (such as manufacturing or logistics) over issues including new product launches, promotional initiatives and so on. A particular emphasis is placed on the retail end of the route to market and how brand owners coordinate with retail (possibly also wholesale) actors to ensure optimal product placement and communication at the point of purchase. The module therefore provides vital understanding and perspectives to equip you for entry level jobs in areas such as trade marketing, customer marketing, shopper marketing, category management and areas of retail. In many companies a career in brand management can only be accessed through graduate entry level jobs in these areas. The thinking is “if you can’t manage retail partners, you can’t manage brands”.

Throughout the module, attention is paid to the international contexts of routes to market, ethical questions in routes to market, modern techniques and shopping behaviour and ICT use in routes to market. Examples are drawn especially from product areas students are familiar with. Students may choose to work on a practical sales campaign with a major multinational fmcg brand owner, should they wish to do so.

Exam: 60% Coursework: 40% individual or group (you will have the choice)  
  
Pre-requisites: MKTG101 or MKTG227  
Co-requisite: MKTG210 \***Must be taken at the same time as MTKG210**

### **MKTG 232 Advertising (Michaelmas/ 15 credit/ level 5)**

The overall aim of this course is to develop an appreciation and understanding of the fast-moving and multi-faceted world of advertising from both a theoretical and managerial perspective. This course will focus on advertising within the private sector and will cover a number of contemporary issues in advertising, including social and ethical issues, international advertising and advertising regulation. On completion of this course, students should be able to demonstrate a clear understanding of advertising theory, strategy and execution.

Exam: 60% Coursework: 40%  
Pre-requisites: MKTG101 or MKTG227

### **MKTG233 Digital Marketing (Michaelmas/ 15 credit/ level 5)**

The module gives students a unique opportunity to engage with leading-edge industry-driven and academic questions driving digital marketing. The module aims to stimulate students’ thinking and understanding around such questions as: How can we create data-driven, effective digital marketing campaigns? How does the consumer decision-making journey change in a digital space? How does digital technology transform marketing strategy in a business-to-consumer and business-to-business context? Why do so many companies fail in managing cyber-risk despite having cybersecurity measures in place? Apart from engaging with academic perspectives on digital marketing strategy, the students practice real-life integrated digital campaign planning using the industry-leading global data analytics software ComScore. This software is not available to undergraduates in other UK universities and provides a prime opportunity to apply the theoretical and practical knowledge of digital marketing. An industry speaker will provide input to ensure that this remains an industry relevant module.

Exam: 60% Coursework: 40% group work  
Pre-requisites: MKTG101 or MKTG227

### **MKTG234 Social Media Marketing (Lent/ 15 credit/ level 5)**

This module will offer students the chance to explore various forms of social media in the context of digital marketing and online consumer culture. Students will develop awareness and gain insights into a diverse range of topics such as social media tools, mobile marketing, online consumption environments, virtual identities and online consumer behaviour, online consumption experiences, and the rise of virtual economies amongst others. Module will also explore current and potential trends in the digital environment.

Exam: 60% Coursework: 40%  
Pre-requisites: MKTG101 or MKTG227

### **MKTG 301 Strategic Marketing (Lent/ 15 credit/ level 6)**

The module "Strategic Marketing" aims to equip students for a career in strategic marketing management in various industries, which may include among others fast moving consumer goods and retailing, automotive, consulting services or the luxury sector. It is essential for students to obtain a solid understanding of various perspectives on strategy and to develop the ability to evaluate, design and implement sustainable and profitable marketing strategy. The module combines a critical academic perspective on strategy research with applied and practicable models and frameworks essential to developing strong marketing plans. The module aims to stimulate the student's thinking around such questions as: Why do some products or services succeed and others fail? How do you design a profitable and sustainable marketing strategy? What are the challenges involved in developing and implementing marketing strategy? Is marketing strategy a planning framework or improvised practice?

Exam: 60% Coursework: 40%  
Prerequisites: MKTG229 or MKTG227

### **MKTG 302 Strategic Negotiations: Making Sustainable Deals (Michaelmas/ 15 credit/ Level 6)**

This course is about Strategic Negotiations. The key theme of the course is to learn how to negotiate and make sustainable business deals. In other words, the course is not about learning short-term persuasive negotiation tactics; instead, the course is about learning how to make long-term business deals that are economically, socially and environmentally sustainable.

Strategic negotiations are highly relevant in today’s interconnected business landscape. Companies need to negotiate with multiple stakeholders, such as suppliers, customers, agencies, governments and authorities to be able to access the resources that they need. A strategic deal that companies would need is not a fixed entity but rather the outcome of long and time-consuming negotiations that affect further negotiations. The course will examine:   
 1) the strategic challenges that companies face in their markets today,   
 2) the analytical tools that are needed to make sustainable business deals,   
 3) the biases and errors in deal-making   
 4) the various ways by which business deals are manifested  
 5) the managerial implications of strategic negotiations.

Exam: 60% Coursework: 40%  
Prerequisites: MKTG227 or MKTG 229

### **MKTG 303 Global Marketing Management (Lent/ 15 credit/ Level 6)**

As marketing activities become more and more internationally focused, prospective marketers require the knowledge and skills to address the new challenges and opportunities associated with globalisation. In recent times, we witnessed several momentous events that impacted the way we live and the way we do business. Indeed, there has never been a time when viewing marketing from a global perspective is more relevant!

This module combines the latest research in the field of international marketing; providing insights, theories, concepts and tools that enable students to navigate the global market. MKTG303 offers up-to-date insights into the complexities and subtleties of global events and their implications for market trends, consumer preferences, and marketing strategies. We will not only focus on developed markets but also emerging market economies such as Brazil, Russia, India and China (BRICs) where the next stage of growth take place. The module will be imparted through interactive lectures and case-based seminars, where you are expected to contribute fully to class discussions and case-building exercises.

Exam: 60% Coursework: 40% Case Study Test  
Prerequisites: MKTG225 **and** MKTG 229

### **MKTG 315 Marketing Innovation [NOT RUNNING 20/21] (Lent/ 15 credit/ Level 6)**

The aim of the module is to introduce students to theoretical frameworks and empirical evidence of contemporary innovations in markets and an exploration of marketing activities that support them. Students will be given time and opportunity to reflect on their learning and to discuss their emergent understanding. They will have the opportunity to explore challenges faced by managers of innovation, as well as comparing potential outcomes of marketing management decisions in real world scenarios.

The module begins by identifying marketing innovations, followed by exploring the issues of why firms are thought to either typically succeed or fail in business. From here students will be encouraged to explore the changing business environments within which firms must survive. The module will be organised around six themes: (i) Creating Innovations (ii) Developing an Innovation Strategy (iii) Building the Innovative Organization (iv) Managing the Innovation Process (v) Capturing the Value from Innovations (vi) Emerging of the Contemporary Innovations in Markets. We see how Social Innovation, Innovations for Emerging Markets and Sustainability-led Innovation are emerged and contribute to the global markets.

Exam: 60% Coursework: 40% report

Pre-requisites: MKTG210 or MKTG227

### **MKTG 316 Advanced Topics in Consumer Behaviour (Lent/ 15 credit/ Level 6)**

This module aims to provide students with the opportunity to critically review existing research and theory as it relates to a number of current consumer research specialist topics. The module provides students with the experience of applying and adapting existing theoretical frameworks to real consumer contexts and will enable a fuller engagement with the research interests of the marketing department staff. The module adopts a topic-based model; a typical syllabus would include self and identity in consumer behaviour, consumers & communications, theories of consumption, children as consumers, consumers & culture, consumer research applications in the public policy domain and consumers & ethics.

Exam: 60% Coursework: 40% essay  
Pre-requisites: MKTG210 **and** MKTG225

### **MKTG 317 Brand Strategy (Michaelmas/ 15 Credit/ Level 6)**

This module will provide students with a philosophical and critical understanding of how brand strategy must integrate and balance a variety of perspectives such as the socio-cultural, symbolic, and material dimensions of contemporary consumer culture with the managerial and economic imperatives of organisations. Students will philosophise about the wider political economy that marketing and brand management operate within, master the language of brand strategy, discover how the brand function fits with the other functions of an organisation, and learn how this knowledge can be applied in real marketplace contexts.

We will critically evaluate the role of branding and the wider capitalist ideology that underpins it as narrative resources (stories) that provide meaning and mooring in society and we will trace the history of “the modern brand”. A range of theories, concepts, strategies and practices designed to build, evolve and sustain brands will be addressed across a range of categories, product types and industries. Students will be encouraged to think for themselves about the possible futures of brands and the necessity of branding in a changing world. Beyond this being a marketing module, there is an emphasis on current philosophical thinking and critical theory.

Exam: 60% Coursework: 40% Essay  
Pre-requisites: MKTG210 **and** MKTG225

### **MKTG 322 Marketing of Services [NOT RUNNING 20/21] (Lent/ 15 credit/ Level 6)**

This module aims to introduce students to the theoretical and research issues surrounding the fast expanding field of service marketing. It is designed to develop an understanding of the special context and techniques in the marketing of services. For those who recognise the crucial role that services play in the economy and its future, this module aims to develop an appreciation and understanding of Services Marketing from a theoretical point of view as well as business and management context. This module explores frameworks for understanding the nature and characteristics of services, and how these help in formulating marketing strategies and planning marketing tactics in relation to services. This is achieved through exploring the key theoretical foundations for services marketing, including the models and frameworks associated with the marketing of services and examining how these are employed by managers in service based companies. Other more common topics in services will also be addressed, including service quality; the role of people in service organisations; service encounters and moments of truth; customer satisfaction; customer retention; services branding and strategic issues. The course content, teaching and assessment methods are integrated to meet the course objectives. The programme will be delivered via interactive lecture and seminar sessions incorporating presentations and group exercises.

Exam: 60% Coursework: 40% Group work  
Pre-requisites: MKTG 210 or MKTG 227

### **MKTG 327 Management of Marketing (Lent/ 15 Credit/ Level 6)**

In this module, we explore how marketing activities are managed in businesses, organisations and markets. Our focus is on three levels- namely, individuals, organisations and market place. Our understandings of marketing management are to a large extent shaped by theories and evidence on consumer behaviour in various markets. With this module, we turn our attention to managers and how they (actually) (should) make sense of and take action towards creating values for consumers and clients, their own businesses and organisations, and society at large. We approach this management question from multiple theoretical perspectives- namely, organisational and institutional theory, behavioural sciences, and marketing. We critically review these perspectives to understand how they construct and study the tasks of judgement and decision-making for marketing managers. We then employ these perspectives to identify and evaluate the opportunities and challenges contemporary marketing managers face within businesses, organisations, markets and society. These relate to technological advances and innovation, globalization and its discontents, the inclusivity and exclusivity of consumption, marketing ethics, sustainability and climate change.

Exam: 60% Coursework: 40% Essay  
Pre-requisites: MKTG 229 or MKTG 227

### **MKTG 329 Business-to-Business Marketing (Michaelmas/ 15 Credit/ Level 6)**

This module looks at the less visible but vast area of marketing to help you understand how ideas familiar to you as marketers apply in business-to-business settings. The module aims to deepen your understanding of business-to-business markets and of the marketing activities that organisations engage in with respect to these markets. The module aims to consider a range of contexts but focuses to a large extent upon contemporary trends in B2B marketing practice and theory.

Exam: 60% Coursework: 40% Team based project  
Pre-requisites: MKTG 210 and MKTG229

### **MKTG334 Critical & Creative Communications (Lent/ 15 Credit/ Level 6)**

The module concerns the communications strategies and techniques used by new social movements, brands and people. We will study a spectrum of tools and media of communications, such as lobbying, design, sustainable communications (and greenwashing). Students will use action learning to develop a campaign strategy and creative work for a major UK government campaign. We will examine how protesters and social activists use communications, and students will be encouraged to think critically about how communications shape societies and human values.

Exam: 60% Coursework: 40% Group report  
Pre-requisites: MKTG101 **and** MKTG232

### Organisation, Work and Technology

### **OWT 221 Organisational Behaviour (Michaelmas/ 15 credit/ level 5)**

This course is concerned with major theories in social and organisational psychology and related social sciences that have guided the organisation and design of work. The first part of the course will focus on psychological approaches to the understanding of work with emphasis upon individual personality and motivation. The second part will focus on leadership, group processes and social identity in the workplace. In this module students should develop an understanding of the importance of the role of psychology in the development of people management techniques and practices. They will also develop an understanding of the historical development of psychology, with specific reference to the relevance of psychological expertise to the effective management of organisations.

Exam: 50% Coursework: 50% essay

Pre-requisites: OWT101 or MNGT120/110

### **OWT 223 Human Resource Management (Michaelmas/ 15 Credit/ Level 5)**

The module introduces and analyses Human Resource Management as a complex cultural phenomenon. The overall aims are (a) to give you a good understanding of the sphere of Human Resource Management, and (b) to explore how elementary functions of HRM unfold, and why they do so in certain ways nowadays compared to, say, thirty years ago.

Participants should develop an ability to understand in some depth the origins of HRM, its constitutive cultural elements, and the underlying cultural logic of HRM practices. HRM is a complex domain reflecting conceptions of work, life and our understanding of ourselves in the 21st Century. The module will investigate the relationships between multiple (and often contradictory) discourses and techniques which make up HRM. OWT.223 examines aspects of recruitment and selection, of performativity, performance management and self-actualisation as key expressions of how work is culturally organised in contemporary organisations. You should be aiming to learn in what historical circumstances ‘HRM’ emerged in the managerial vocabulary, how it became defined as a programme for ‘managing people’, and how it operates as a cultural system of managerial action.

Exam: 50% Coursework: 50% essay  
  
Pre-requisites: OWT101 or MNGT120/110

### **OWT 224 Human Resource Development [NOT RUNNING 20/21] (Lent/ 15 Credit/ Level 5)**

Human Resource Development (HRD) is a dynamic and evolving area that is part of Human Resource Management (HRM). This module follows on from OWT 223 and assumes the centrality of the ‘self’ in managerial discourses. Where HRM focuses on a wide range of processes that deal with the needs and activities of ‘people’ in an organisation, within those processes HRD in the new economy is concerned with the theory and practice related to training, learning and development for both the benefit of individuals and the organisation. In 1989 McLagan proposed that HRD comprises of three main areas: Training and Development; Organisational Development and Career Development. This module will take McLagan’s three themes and offer a contemporary look at the tensions that occur when human resources (people) are exhorted through particular managerial discourses.

On completion of this module students should be able to:

* Discuss the relationship between HRD and/or workplace learning within the context of contemporary management practices, ie: the knowledge economy.
* Critically analyse the relationship between different images and/or types of knowledge used within contemporary organisations.
* Discuss different modes of analysing learning and development in everyday organisational life and practice.
* Discuss the changing nature of careers within the knowledge economy.
* Understand how different aspects of HRD impact on each other and the organisation.

Coursework: 100% (70% Essay and 30% Group Presentation)

Pre-requisites: OWT101 or MNGT120/110

### **OWT 226 Managing Knowledge, Data and Information Systems (Lent/ 15 Credit/ Level 5)**

This module examines several of the transformations that have arisen in contemporary organisations as a result of the introduction and use of information systems. In order to consider how information systems have been implicated in these transformations, this course will focus on two themes:

* Knowledge Management and Information Communication Technologies (ICTs)
* The ethical dimensions of managing information and information systems

Each of these themes have been important in the study of the role of information systems within organisations. For each theme, cases and readings will be introduced and discussed in detail over the course of ten two-hour interactive lectures. This will enable students to (1) familiarise themselves with key historical and contemporary developments, (2) to explore the challenges that the introduction of different forms of information systems may pose, and (3) to consider the scope for management action in response to these challenges. Students are required to produce an assessed group presentation and to sit an exam in the summer.

The aim of both the lectures and these forms of assessment is to enable students to develop techniques, methods of analysis and research expertise relating to the place of information systems in contemporary organisations. By the end of the course, students should have enhanced their understanding of relevant theoretical and practical issues that arise, as well as having developed their critical and analytical skills.

Exam: 70% Coursework: 30% Group Presentation

### **OWT 228 The Changing Role of Management (Lent/ 15 Credit/ Level 5)**

In OWT 228 we look at the changing role and position of management and managers in organisations and society. Much of the modern analysis of management emphasises a change in forms of management control from traditional authority through vertical hierarchical forms to ones which are more horizontal and look to incorporate employees into the organisation and its goals in ever closer ways. This happens for example through attempts to align employees’ identities, emotions and interests with commitment to the organisation: the much discussed ‘capturing of hearts and minds’. Another aspect of this is the manipulation of meaning in order to facilitate this identification of employee and organisation, usually discussed as the ‘corporate culture’ movement. Together these can be taken as two significant aspects of modern management - the management of meaning and the management of identity - which feature little in traditional management texts that emphasise management as the co-ordination of tasks and the control and deployment of resources.

However, it is important to see management and managers within the light of organisation analysis. Managers are not the autonomous agents they are often portrayed, first because they are also employees themselves (although they are in the position of formally representing the interests of capital), and second, they are also subject to organisational structures, cultures and power relations – they can be hired and fired. Perhaps especially in the light of managerial control designed around commitment, integration and identification with the organisation, managers are tied in by the very control strategies that they themselves are promoting.

However, as we shall see, there are also important tensions between the changing context of management and these forms of control which can lead to unintended consequences such as ‘impression management’ and various forms of resistance. Thus this module focuses on how management is a social process, and what this means for the lived experience of ‘doing management’. In exploring this we look at topics which are relevant for the day-to-day experience of managers, although rarely are these addressed in conventional management textbooks: issues such as humour, diversity,’ impression management’ and emotional management. In relation to academic content, on completion of the module the student should be able to:

* identify trends in the changing context of management, including both the environment of the organisation and changes at the level of the organisation
* Discuss management as a social process, rather than simply as a technical or rational activity
* Explain the ‘identity work’ that managers are involved in as part of their role, on both themselves as managers and with other employees;
* Better understand day-to-day organisational experience as it relates to management, including such aspects as emotions, humour, resistance, and inequalities.

Exam: 50% Coursework: 50% essay

### **OWT 229 Business Ethics (Lent/ 15 Credits/ Level 5)**

The main aim of this module is to provide students with a critical understanding of the ethical dilemmas that are associated with business and management. It will examine the various ways in which we make sense and speak about ethics, how questions of right and wrong occur and what responses they elicit. In simpler terms, if we describe ethics as being about sorting out right from wrong, our interest is on what constitutes ethical conduct, and on who the appropriate agent of this conduct might be. A critical understanding means that this module does not aim at providing answers or tools that would solve the various problems of ethics or that would guarantee the ethical behaviour of managers. On successful completion of this module students should normally have:

* A broad but critical understanding of the moral dimension of business, management and the capitalist economy.
* Improved ability to relate key ideas and theoretical frameworks such as those presented in this module on the ongoing moral controversies concerning management and its place in the world.

100% Coursework: 70% Essay, 30% Group Presentation and portfolio

Pre-requisites: OWT101 or MNGT120/110

### **OWT 230 Management & the Natural Environment: Ethics and Sustainability (Michaelmas/ 15 Credits/ Level 5)**

The module focuses upon the relationships between management theory, practice and the natural environment. The first part of the module examines how management have conceptualised the range of environmental issues which have emerged since the rise of industrial society. We then consider different aspects of sustainability focusing upon ecological modernisation, consumerism and waste management. There is a sharp focus throughout the implications for policy making. On successful completion of this module students should normally have:

* A broad but critical understanding of the complex interrelationships between management in contemporary organizations and their social, cultural and physical environments.
* Improved their ability to relate key ideas and theoretical frameworks such as those presented in this module to the ongoing social and intellectual controversies concerning management and its place in the modern world.

100% Coursework: 80% Essay, 20% Group Presentation/portfolio

Pre-requisites: OWT101 or MNGT120/110

### **OWT 233 Management & Organisations (Michaelmas/ 15 Credit/ Level 5)**

The module Management and Organisational Behaviour aims to introduce students to fundamental issues and concepts in the field of management and organisational behaviour. The topic needs to be explored and understood in relation to the complex socio-economic reality in which such activities take place. The module introduces key topics within the field and places them within the wider socio-economic context by drawing on contemporary discussion and debates to highlight multifaceted nature of contemporary management and organisations.

The course is constructed to encourage you to think critically and to reflect upon taken-for-granted assumptions about the world of work and management’s role in relation to it. As a means to achieve this, the course begins by placing the development of management theory in its historical context, highlighting some key assumptions about human behaviour that have informed management thinking. We will then explore different theories of motivation and the way they influence practice in organisations. Following this, we will explore the dynamics of power and conflict in organisations through the introduction of employment relations, and move on to consider how other wider socio-economic factors impact upon how individuals and groups experience working life.

The second part of the course continues this theme of encouraging critical reflection and explores key issues and debates related to cross-cultural management, managing human resources and well-being at workplace that are intimately related to management.

Exam: 60% Coursework: 40%

Pre-requisites: **THIS CANNOT BE TAKEN IF OWT 101 COMPLETED**

### **OWT 234 Management & International Organisations (Lent/ 15 Credit/ Level 5)**

This module introduces key debates relating to management in international organisations. Beginning with fundamental questions about purpose and organisation, and then proceeding to explore questions about impacts on economy and society, the module provides a critical and analytical approach to understand international organisations in a range of sectors.

Students will experience a mix of lecture, seminar and group activities. Assessment will involve both coursework and examination (the former likely to be a consultancy report/case exercise or similar). On completion of the module students will be able to analyse the factors affecting the operation and impacts of international organisations, in both ‘developed’ and ‘developing’ world contexts.

100% Coursework: 30% Group Case Presentation, 70% Individual Consultancy Report

Pre-requisites: OWT101 or MNGT120/110

### **OWT 235 Global Corporate Social Responsibility [NOT RUNNING 20/21] (Lent/ 15 Credits/ Level 5)**

In this module, we will look at how ethics and socially responsible (and irresponsible) business practices take shape at the international level. This entails exploring the concept of corporate responsibility in a global social, political, and economic context. What does it mean for a multinational corporation to be socially responsible in its global operations? Who is involved in setting up standards of ethical conduct, and who is affected by the behaviour of global corporations?

This course takes a critical approach in analysing what it means for business to adopt CSR practices in a global and globalised context. We will explore some of the most challenging domains where business has been intervening – for better or for worse. These include human rights, global governance, but also practices of what we could call corporate citizenship.

Importantly, the module is grounded in critical thinking, and encourages students to question assumptions related to global business, as well as the normalisation of a number of globalised business practices. We will investigate these issues through the lenses of ethics, responsibility and sustainability in the context of society, politics, economic systems, and the environment.

Exam: 50% Coursework: 50% report

Pre-requisites: OWT101 or MNGT120/110

### **OWT 314 Ethical Responsibility in Business (Lent/ 15 Credit/ Level 6)**

The objective of this module is to attempt to develop moral sensibility and practical reasoning in the context of managerial everyday action in organisations. The module will be concerned with morality in action, as it happens, rather than a removed reflection on codes and principles of ethics and CSR (corporate social responsibility). The module will aim to show that ethics and CSR in action is diffused and difficult. Nevertheless, managers and employees have a responsibility to ‘work it out’ for themselves. It is this ‘how to work it out’ that the module will keep as its focus. Managers and employees must eventually make a choice and not only do they have to justify this choice but also respect that others may have a different perspective. The module will use a number of case studies as a basis to develop this moral sensibility so that managers will be able to act in a morally appropriate manner as part of their ongoing organisational action.

By the end of the module, students should have:

* An understanding of key ethical and CSR frameworks and ideas
* An appreciation of how these frameworks and ideas can be used to develop managerial ethical decision-making skills
* An appreciation of why it is important for managers and employees to care about ethics and CSR
* An understanding of the current ethical and responsibility challenges facing managers and employees within organisations today.

Exam: 50% Coursework: 50% Group Report

Pre-requisites: Any level 5 OWT module (e.g. OWT2xx)

### **OWT 320 Psychological Approaches to Managing Change (Michaelmas/ 15 Credit/ Level 6)**

Organisational change is widely accepted as a defining feature of contemporary life. Most of the topics covered in management courses, for example, structure; technology; people; power; culture; strategy; leadership and learning, to name a few, assume the need for changes of one kind or another. This course of lectures and the associated seminar programme review some key ideas associated with approaches to change. Seminal approaches to the field that can be said to conceptualise change management are introduced and compared, particularly those at the micro - that is the individual and group level. The course aims to encourage a critical and reflexive appreciation of the complexities and uncertainties of change by exploring the dynamics of change and the relevance of established approaches to emerging problems. The predominant focus will be on managing people and change and material included in the course will help you explore your own and other peoples’ reactions to changes. It will help you develop informed opinions about theories of change and will help you to understand how changes might be managed effectively.

This course will:

* introduce you to some key management and social, and behavioural science contributions in the field;
* help you to compare different orientations and to appreciate their relative strengths and weaknesses;
* help you to relate such ideas to actual events in organisations;
* help you to understand and evaluate your own approaches to the management of change and to evaluate management practices in this area.

Exam: 50% Coursework: 50% case study

Pre-requisites: Any level 5 OWT module (e.g. OWT2xx)

### **OWT 321 Organisational Change (Lent/ 15 Credit/ Level 6)**

The aim of this module is to provide students with a critical understanding of organisations and the management of change. Management gurus and media commentators have heralded a break with earlier ways of organizing and managing and yet change is often more difficult that they suggest. This module asks why do managers introduce change initiatives by introducing different ways in which to understand change. It pays particular attention to management gurus and asks why their prescriptions are so popular? Overall, the module examines some of the problems and obstacles that companies face when attempting to introduce a variety of new change initiatives, including teamwork and knowledge management and it draws on case study material to enable students to explore change in different organisational settings.

The aims of the module are:

* To explore different perspectives on change initiatives as a means of providing a more in-depth understanding of them.
* To consider why management gurus and the fashions they promote are so popular.
* To reflect on the meaning, operation and difficulties of implementing team working.
* To explore the meaning of Knowledge Management and the problems facing its introduction.
* To consider how our understanding of change and the problems confronted when seeking to introduce and manage change, can be enhanced through an analysis of power.

Exam: 50% Coursework: 50% essay  
Pre-requisites: Any level 5 OWT module (e.g. OWT2xx)

### **OWT 322 Human Resource Management: Theory and Practice (Michaelmas/ 15 Credit/ Level 6)**

The aim of Human Resources: Theory and Practice is to develop an informed, critical understanding of how the management of Human Resources is undertaken, why and with what effect. What it is **not**is a prescriptive module providing ‘how to do it’ set of rules and practices. The focus here is on a critical understanding of the employment relationship within the organisational context. Some students are interested in becoming HR practitioners in their future careers and many wish to become a manager of some form. In both cases the module provides a solid foundation to evaluating different approaches to managing human resources and gaining a critical understanding of where they would be appropriate.

Initially the module introduces the development and roles of HRM and the ways in which different management styles can be adopted in organisations. The module then examines the nature of the relationship between HRM and performance (including aspects of remuneration). The lectures then present contemporary HRM issues, for example Equality and Diversity, Flexible working, Careers and Wellbeing.

Exam: 50% Coursework: 50% Essay  
Pre-requisites: Any level 5 OWT module (e.g. OWT2xx)

### **OWT 323 International Human Resource Management (Lent/ 15 Credit/ Level 6)**

Economic, social, cultural and political globalization have all contributed to the growth of economic activity that cuts across national borders and to the emergence and proliferation of organizations that transcend national boundaries. Increasingly, organizations are engaged in the employment contract in multiple different national employment systems. The human resources of organizations are located in multiple country locations. Internationalization thereby becomes a key challenge for the practitioners and a dimension that cannot be taken as given or standard for scholars of HRM. In a context of the transformation of a growing number of organizations (and especially the largest ones) into transnational social spaces, HRM practices flow across borders. Some strategic scholarship argues that such flows are critical to the success of individual firms, and concentrate their efforts on identifying best practices that will yield the greatest leverage to each. Strategic scholarship keen to understand what will work best to increase the efficiency and financial performance of multinational organizations also studies the various glitches that might obstruct flows or make the flows of HRM practices everywhere not always desirable.

This module examines the challenges of managing human resources against a backdrop of cross-cultural and institutional work contexts and teams, variation in local socio-political-legal contexts and the necessity for cross-border assignments. The analytical/critical approach to IHRM taken concerns itself with questions of whether employment (and HRM) practices are converging or diverging around the world, how power and politics are implicated in the internal dynamics of multinational corporations, and if the corporate social responsibility pledges for appropriate treatment of workers can possibly suffice to ensure a fair employment relationship in the absence of a transnational regulator, among others.

Exam: 50% Coursework: 50% Consultancy Report

Pre-requisites: Any level 5 OWT module (e.g. OWT2xx)

### **OWT 326 Organising in the Digital Age: Power, technology and Society (Michaelmas/ 15 Credit/ Level 6)**

Technology is widely regarded as an unstoppable engine of change that is driving the advance or progress of the modern world. It would seem that no corner of the planet is left untouched by the transformative power of technology: from computers and telecommunications technology to biotechnology, from genetic engineering to the production of drugs to control and reshape human behaviour, the technological (re)ordering of the world would appear to have no limits. Against this background – utopian or dystopian depending on your viewpoint – OWT.326 aims to explore the (inter)relationship between technology and organisation.

The lectures will aim to explore the examination of accounts/narratives, representations and visions of technology in the media, including in fiction; technologically mediated change in organisations and society (including issues of identity, power and surveillance); the social and ethical implications of technology in relation to politics, culture and gender; the social construction of technology; the relationships between technology and the body and their evolution.

Exam: 50% Coursework: 50% essay

Pre-requisites: Any level 5 OWT module (e.g. OWT2xx)

### **OWT328 Work and Employment Relations [NOT RUNNING 20/21] (Lent/ 15 Credit/ Level 6)**

This course involves a brief review of some of the main theoretical and empirical debates in the study of work and employment relations. Work is among the most defining experiences of individual lives and the particular form the employment relationship takes is among the core tenets that define the uniqueness of societal arrangements over time and place. Exploring various facets of work and employment is an endeavour that cuts across disciplinary boundaries - economists, public policy makers, engineers, geographers, historians, among others, all have their views, interests and preferred methods of inquiry and manners of debate. The material discussed in this module will not reflect a single coherent way of looking at and understanding work and employment relations, but rather emphasize the range of approaches, questions and methods. The course explores the key conceptual debates in the field of work and employment studies, including debates around work and employment in relation to the transition from industrial to service based economies. It also looks at the different ways power and inequality pervade work and employment relations, considering parameters that inform the great variability in the organisation and experience of work, such as class, gender and forms of labour regulation.

Exam: 50% Coursework: 50% Essay

Pre-requisites: Any level 5 OWT module (e.g. OWT2xx)

## Optional Modules

### Law

**Please note, these modules do not count towards the AcF specialism**

### **ACF 270 Business Law I (Lent/ 15 Credit/ Level 5)**

This optional 15 credit module is designed to introduce (mainly) Accounting and Finance students to the core areas of business law relevant to their studies. The aim of the module is to promote an understanding of the general legal framework and of the specific areas relating to business, e.g. contract law, tort law and the supply of goods, recognising the need to seek further specialist legal advice where necessary. This module forms part of the Department’s law stream focussed on professional accreditation and is the pre-requisite for AcF370.

Exam: 100% Coursework: 0%

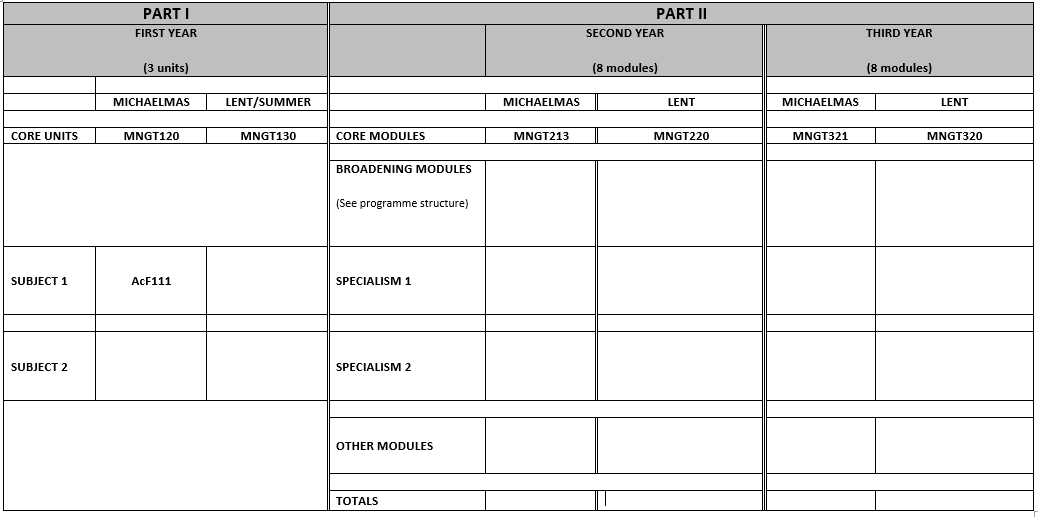
Pre-requisites: ACF111

### **ACF 370 Business Law II (Lent/ 15 Credit/ Level 6)**

This optional 15 credit module builds on the foundations laid by AcF 270 and extends students’ knowledge of the law relevant to business by examining company law in the context of financial reporting as well as topics such intellectual property, data protection and employment law. This module forms part of the Department’s law stream focussed on professional accreditation.

Exam: 100% Coursework: 0%

Pre-requisites: ACF270



**NOTES**:

1. Part II consists of 16 modules, 4 of which are compulsory (‘core modules’ outlined above)
2. The 16 modules must be divided into 8 second year modules and 8 third year modules
3. You must have at least one module of AcF, ECON, MKTG, ENSI, OWT and MSCI in either Part I or Part II (Broadening Modules)
4. Choose 2 specialist areas for Part II. Each specialism must have a minimum of 4 modules (and there must be a minimum of 2 modules in each year). One specialism can be a language (if studied at Part I). One specialism should be carried forward from Part I
5. Balance modules between terms (Michaelmas and Lent), 4:4 is preferable, 5:3 is allowed, but 3:5 is not allowed

## Buddy Scheme

Would you like to be a supportive, professional friend to help make the transition into university a fun place?

You would be required to work with first year Business Management students as part of a new buddy mentoring scheme.

As a buddy you will meet with the student through the first term to listen to any questions and have informal chats over a hot drink. The scheme is designed to offer friendly peer support with a student studying the same or similar degree, who understands the academic and social challenges of transitioning to university.

If you would like to become a buddy and help someone transition through their first year, then please contact the LUMS Student Success Officer, Arlene Garett at a.garrett@lancaster.ac.uk.