



Lancaster University  
Management School

# **BBA (HONS) INTERNATIONAL BUSINESS MANAGEMENT**

## **A GUIDE TO YEARS 1 & 2**

### **2019/2020**

QUADRUPLE-ACCREDITED, WORLD-RANKED



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*Information correct at time of printing.  
Modules and Course Structure are subject to change.*

## INTRODUCTION

Congratulations and welcome to the BBA (Hons) International Business Management degree at Lancaster University Management School (**LUMS**). You are now a student of not just one university but two! On this course you will be regarded both as a Lancaster student and as a student of your partner institution - NEOMA Reims, ESB Reutlingen, UCSC Piacenza, ICADE Madrid, NEU Boston or UDLAP Puebla - each of which is a LUMS partner in the exclusive International Partnership of Business Schools (IPBS).



It is important to note that you will follow the Regulations of Lancaster University for the BBA (Hons) International Business Management and those of the partner institution for their degree. These will differ in terms of regulations relating to assessment, examinations, the classification of the degree and other areas, so please make sure that you are clear about both sets of regulations.

**The Lancaster University regulations can be found here:**

<https://gap.lancs.ac.uk/ASQ/QAE/MARP/Documents/Study-Regs.pdf>

## THE BBA INTERNATIONAL BUSINESS MANAGEMENT TEAM

The **Programme Director** is **Dr Kostas Amiridis** who is located in **Charles Carter B05**, Department of Organisation, Work and Technology.

Telephone: 01524 (5)10947

E-mail: [k.amiridis@lancaster.ac.uk](mailto:k.amiridis@lancaster.ac.uk)

The **Programmes Officer** is **Alison Currie** who is located in the **LUMS Undergraduate Offices, room A5**. Alison is your first point of contact for any Programme related questions or problems, whether they be academic or personal.

Telephone: 01524 (5)94741

E-mail: [a.currie1@lancaster.ac.uk](mailto:a.currie1@lancaster.ac.uk)

The **Module Co-ordinator** is **Sophie Kennedy** who is located in the **LUMS Undergraduate Offices, room A3**, and is your first point of contact for any Management (MNGT) Module related questions or problems, such as Timetables, Seminar/Workshop/Tutorial Groups, and Assignment Submissions.

Telephone: 01524 (5)93603

E-mail: [s.kennedy4@lancaster.ac.uk](mailto:s.kennedy4@lancaster.ac.uk)

## OTHER USEFUL CONTACTS

<b>Emma Jupp</b>	Deputy Undergraduate Manager	LUMS UG Offices Room A7	(5)10692	e.jupp@lancaster.ac.uk
<b>Juliet Huntington</b>	LUMS Placement & Internships Manager	LUMS Careers Centre (A112)	(5)10763	j.huntington1@lancaster.ac.uk
<b>Charlotte Britton</b>	LUMS Placement & Internship Officer	LUMS Careers Centre (A112)	(5)92480	c.britton@lancaster.ac.uk
<b>Annik Taylor</b>	DLC Part I Co-od.	BN B093	(5)92468	a.taylor@lancaster.ac.uk
<b>Brigitte Theunissen-Hughes</b>	DLC Part II Co-od.	BN B092	(5)92669	b.theunissen-hughes@lancaster.ac.uk

It is the job of the International Business Management Team to work together to ensure that the programme runs as smoothly and successfully as possible, and that you enjoy your studies with us. If, at any time, you have any problems e.g. with your work, your course tutors, personal matters or with any aspect of your time here, please call in to have a chat with **Alison**, who can help, support and advice you on many of the problems and questions you might come across during your time with us. Alison will also be able to point you in the right direction should you need further help, advice or support from other teams/departments across the School or the University. Alternatively, you can contact **Kostas**, who will also be able to help and offer advice.

## PARTNER INSTITUTION CONTACTS

You are also welcome to contact the course director of your partner institution:

<b>Frederic Beaumont</b>		Frederic.beaumont@neoma-bs.fr
<b>Rolf Daxhammer</b>		Rolf.Daxhammer@Reutlingen-University.de
<b>Carmen Escudero Guirado</b>		cescudero@icade.comillas.edu
<b>Laura Zoni</b>		laura.zoni@unicatt.it
<b>Robin Cohen</b>		r.cohen@neu.edu
<b>Gerardo Abreu Pederzine</b>		gerardo.abreu@udlap.mx

Each of the Course Directors normally visits us before Christmas and occasionally again in the spring. They will want to meet you and talk to you. These are important opportunities for you to find out more about your partner institution and your third and fourth years.

## **LUSIPBS**

LUSIPBS stands for 'Lancaster University Society for the International Partnership of Business Schools' which is run by second year BBA International Business Management students. Please do get involved - it will be really worth it. You will find that these students will be an invaluable source of advice concerning courses, work placements, campus, social life etc. The society has contacts with the equivalent societies at NEOMA, ESB, UCSC and ICADE, so you will be able to contact students there as well. The LUSIPBS Exec will be attending the Meet Your Department talk during Intro Week and their contact details are also available on the BBA International Business Management noticeboard.



You can find more information on all aspects of your studies and life at Lancaster from this link:

<http://www.lancaster.ac.uk/current-students/>

## **ACCOMMODATION**

Please follow this link for information about campus accommodation:

<http://www.lancs.ac.uk/sbs/accommodation/undergraduate.html>

## THE ACADEMIC YEAR

### Term Dates: Academic Year 2019 - 2020

Welcome Week:	30 September 2019 – 04 October 2019
Michaelmas Term:	05 October 2019 – 13 December 2019
Christmas Vacation:	14 December 2019 – 09 January 2020
Lent Term:	10 January 2020 – 20 March 2020
Easter Vacation:	21 March 2020 – 16 April 2020
Summer Term:	17 April 2020 – 26 June 2020

**You are expected to be available for attendance between 9.00 a.m. and 7.00 p.m. on all weekdays during term time. In addition, all new students are expected to be available during Welcome Week** – this is optional for continuing students. If your department requires you to attend at other times you will be informed in good time.

**Your working week during term time is expected to consist of 40 hours of study**, including lectures, tutorials, seminars, workshops, and practical's (depending on your subjects), as well as private study including reading through and understanding the lecture notes, further reading of published materials, completion of coursework, group work, preparation for exams and tests, etc. You may also be given work to complete during vacations.

### \*Exam Periods

The main examination periods are:

- |                                   |                                 |
|-----------------------------------|---------------------------------|
| • Part 1 (1st year)               | Weeks 7 to 9 of the summer term |
| • Part 2 (2nd, 3rd and 4th years) | Weeks 4 to 7 of the summer term |
| • Resits (Part 1 and Part 2)      | Third week of August            |

**\*Please note that some exams may be scheduled outside of these dates. You **MUST** be available for examination periods, even if you are on an internship/placement you must attend the Lancaster Campus for your examinations. Your employer will be obliged to release you for this essential aspect of your studies. You should budget for associated travel and other costs.**

## ATTENDANCE EXPECTATIONS

You are expected to attend **ALL** compulsory sessions. Your attendance will be recorded via the **iLancaster App** - please make sure your Bluetooth, WIFI and location settings are switched on while you are on campus, otherwise the App will not locate you. If you do not have a compatible smart phone, you must inform the tutor at every session and ask that they record your attendance.

If you are **ABSENT**, you must inform us of the reason why using the **Online Absence Self-Certification System on your Student Portal**. Please include all sessions missed and provide more information about the reasons for your absence in the notes section. Attendance and academic achievement are closely linked, and missing classes could affect your overall progress and grades.

If you are having any problems that are affecting your ability to attend, whether they are financial, personal or academic, please speak to **Alison, Kostas or your College Welfare Advisor** as there are many avenues of help and support that we can offer, provided that we are aware of your circumstances.

## INTERNSHIPS

**As part of this degree you must undertake an internship of 8-12 weeks during the Summer vacation in Year 1 and Year 2.**

At the end of **Year 1** we expect you to undertake some form of work experience lasting 8-12 weeks. Ideally this will be in an environment where you would like to work when you graduate but we understand that this is not always possible, particularly for 1<sup>st</sup> years, because of the requirements of UK employers. However, key skills such as communication skills, customer relations and team working can be developed in many different settings including office work, retail, hospitality and tourism. For 1<sup>st</sup> year students the important outcome is not where you work but what skills you develop, therefore we expect that most types of work experience will meet our requirement.

**For non-UK students it is important that English is the main language of the work place, but we do not insist that the placement should be in the UK.**



At the end of **Year 2** we expect students to undertake a more structured career-related internship for 8-12 weeks. Many national and multi-national companies in the UK offer a formal summer internship as part of their graduate recruitment programme. These are advertised widely and the application process is often CV > application form > psychometric test > assessment centre > interview. Most of the companies use these internships as a means of identifying future talent for their graduate programme and you will be given real responsibility during your internship. You may choose to work in a company without a structured internship programme, perhaps one that you arrange through your own contacts. This is absolutely fine as long as the work is of a challenging nature and that you are developing your skills and potential.

**In both years the work experience/internship must be discussed with and approved by the LUMS placements team, who are located in the Careers Centre (A112)** to support you in obtaining your internship. They run various workshops, drop-in sessions and one-to-one appointments for CV writing, application forms, assessment centres, interviews and much more.



The placement forms an integral part of your degree and it is your responsibility to obtain a suitable placement, therefore you must put in as much effort as possible. The BBA IBM Placement Guide will be circulated at the beginning of the Michaelmas Term, which will give further instructions and helpful information.

**<http://www.lancaster.ac.uk/lums/careers/>**

## PART I PROGRAMME STRUCTURE

BBA IBM YEAR 1 (EU LINK 148 Credits - US LINK 160 Credits)		
Michaelmas	Lent	Summer
Introduction to Management (MNGT110)	Introduction to Business Analytics (MNGT130)	Introduction to Management (MNGT110)
Intro to Financial Acc. For Managers (ACF111)	Management, Organisations & Work: Key Issues & Debates (OWT101)	
Introduction to Marketing (MKTG101)		
<i>*OR</i>		
Principles of Economics (ECON102)		
<i>*If you take Marketing in Year 1, you will take Economics in Year 2 and vice versa</i>		
US LINK ONLY Politics & International Relations (POLI100)		
EU LINK ONLY Language Module (DLC100)		
		Revision Sessions & Exams
8 – 12 Week Work Placement Over Summer Break		

## COMPULSORY MODULES YEAR 1

### **MNGT110 Introduction to Management (24 Credits/Level 4) Michaelmas & Summer**

This is a varied, somewhat unusual (and we hope enjoyable) module, involving an appreciation of both theory and practice, and includes considerable group work. The course aims to give you an introduction to management as a whole, rather than as a set of separate specialisations or functions. **Assessment – 50% exam and 50% coursework (40% essay, 30% presentation, 30% report)**

### **MNGT130 Introduction to Business Analytics (16 Credits/Level 4) Lent**

Business analytics focuses on developing new insight and understanding of business performance based on data analysis. Designed to give you the kind of skills that are sought after in many organisations, this module introduces you to a range of quantitative techniques for collecting,



analysing and interpreting data, and develops your understanding of how to apply these techniques to management problems to draw practical conclusions. The module provides the foundations for statistical methods in follow-up modules. You will learn not only the fundamental analytical techniques, but also when and how to apply them to management problems and how to interpret results. This module also involves you working as a junior business analyst on a simple but realistic case study and reporting results and conclusions to a fictional boss.

**Assessment – 40% exam, 40% coursework and 20% test**

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**MNGT160 Future Global Leaders (20 Credits/Level 4) Michaelmas & Lent**

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The Future Global Leaders module (MNGT160) aims to welcome you and encourage you to participate in the Lancaster University Management School (LUMS) community. All first-year students in the Management School are taking this new and exciting module. Your early engagement with the module will give you a great head start to meeting and working with students from across LUMS both online and face-to-face and will introduce you to university life at the Management School.

This module is a professional and personal development module. It will prepare you to become a future leader by introducing you to the core ideas and competencies of leadership, including enterprise, ethics and analytical decision-making. Through online and face-to-face learning and activities, you will develop your professional and personal skills helping you get the most out of your time at LUMS and preparing you to apply for internships and jobs.

Completing the Future Global Leaders module will provide core business and employability skills, which will support your learning throughout your degree. Progression from Part 1 to Part 2 of your degree is not dependent on passing this module, however, should you successfully complete, the module will appear on your transcript and is worth 20 credits.

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**ACF111 Introduction to Financial Accounting for Managers (16 Credits/Level 4) Michaelmas**

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This module provides an introduction to the analysis and use of published financial statements and concepts underlying financial reporting by companies. It also considers the perspectives of various users and opportunities for creative accounting. The concepts and use of financial statements are placed within the current commercial context, so that you acquire an appreciation of the role of financial accounting. It assumes no previous knowledge of accounting.

**Assessment – 60% exam, 40% coursework (5% Individual Tutorial Performance, 20% Mid-term Test, 75% End of Term Test)**

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**OWT101 Management, Organisations & Work: Key Issues & Debates (24 Credits/Level 4) L&S**

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The objectives of this course are to provide an introduction to and understanding of issues, debates and preoccupations in Organisation Theory and Analysis; Contemporary Work and HRM; Technology and Organisation; and Organisational Ethics. You will develop a broad, critical and practical understanding of how the social sciences contribute to understanding management and organisational behaviour; an ability to relate contemporary management and organisation issues to theoretical frameworks; and the capacity to reflect on and develop insights into the relationship between individuals, groups, organisations and society.

**Assessment – 50% exam and 50% coursework**

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**ECON102 Principles of Economics (40 Credits/Level 4) Michaelmas, Lent & Summer**

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Providing a thorough introduction to the discipline of Economics, this module is divided into two parts. The first part covers microeconomic analysis, including the theory of demand, costs and

pricing under various forms of industrial organisation, and welfare economics. Many applications of theoretical models are examined. The second part focuses on macroeconomic analysis, including national income analysis, monetary theory, business cycles, inflation, unemployment, and the great macroeconomic debates.

**Assessment – 60% exam, 40% coursework (20% Test 1, 20% Test 2, 20% Test 3, 40% Test 4)**

**\*OR**

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**MKTG101 Introduction to Marketing (40 Credits/Level 4) Michaelmas, Lent & Summer**

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This year long module serves as an introduction to the theory, tools and techniques of Marketing, teaching you all the foundational touch points of Marketing. You will explore subject areas such as: Business to Business Marketing, Relationship Marketing, Services Marketing, International Marketing, Consumer Behaviour, Advertising, Digital Marketing and Strategic Marketing Planning. Throughout the year, you will be asked to consider how theory works in practice, by examining your own experience of marketing as well as contexts obtained from the press and broadcast media. Part of your learning will be based on coursework; much of this will involve working in groups, but you will also harness the skills of independent learning through individual course submissions.

**Assessment – 50% exam, 50% coursework (30% Essay Week 10, 20% Test Week 11, 20% Presentation, 30% Group Project)**

***\*Remember if you take Marketing in Year 1, you will take Economics in Year 2, and vice versa***

**EU-LINK ONLY**

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**DELC100/101 Language Module (28 Credits/Level 4) Michaelmas, Lent & Summer**

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UK students will study the language of their programme link unless they are already very proficient, in which case they can choose another language (French, German, Spanish, Italian, Chinese).

Non-UK students study a language of their choice that is not their own language.

These modules are not the standard modules taken by other Lancaster students - you will be taking just the language component of a standard course and not the cultural studies element.

Language courses are delivered and administered from the Department of Languages and Cultures (DLC) in Bowland College North (BN).

Your first points of contact for any problems, questions or queries with your language modules are:

<b>Annik Taylor</b>	DELC Part I Co-od.	BN B093	(5)92468	a.taylor@lancaster.ac.uk
<b>Brigitte Theunissen-Hughes</b>	DELC Part II Co-od.	BN B092	(5)92669	b.theunissen-hughes@lancaster.ac.uk

**US-LINK ONLY**

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**POLI100 Politics & International Relations (40 Credits/Level 4) Michaelmas, Lent & Summer**

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This module introduces students to some of the key areas of Politics and International Relations. It will provide a basic introduction and foundation for future study, as well as expand and develop

knowledge into new areas. The module tells a story about the 20<sup>th</sup> century that enables students to make sense of the 21<sup>st</sup> century world. Beginning with the consequences of the 1<sup>st</sup> World War, the module introduces students to the events and ideas that have transformed societies in complex ways: the evolution of the welfare state; the problems of democracy; increasingly global formations of governance; the transformation from Cold War geopolitics to the 21<sup>st</sup> century's War on Terror; and the emergence of new issues such as global warming, amongst a wide range of other issues. Students are introduced to the research concerns of members of the department, as well as setting the scene for modules offered at advanced stages in the degree structure. ***Please note, this module is a strict requirement of our US Partner.***

**Assessment – 60% exam, 40% coursework (50% Essay 1, 50% Essay 2)**

## PART II PROGRAMME STRUCTURE

*\*Remember if you took Marketing in Year 1, you will take Economics in Year 2, or vice versa*

### BBA IBM YEAR 2 (150 Credits)

Michaelmas

Lent

Summer

Data Analysis for  
Management (MNGT213)

Management Accounting for Business Decisions (ACF213)  
**Michaelmas OR Lent**

Introduction to Finance (ACF263)  
**Michaelmas OR Lent**

Management & Consulting: Practice & Critique (MNGT200)

Marketing Fundamentals  
(MKTG222)

+

Marketing Management  
Essentials (MKTG227)

**\*OR**

Intro in Economics for  
Managers (ECON224)

+

Further Topics in Econ  
for Managers (ECON225)

**US LINK ONLY**  
2 PPR 15 credit modules of choice

**US LINK ONLY**  
Business Ethics (OWT229)

**EU LINK ONLY**  
1 DLC 30 credit Language Module (or two 15 credit LUMS  
modules of choice if bilingual)

**EU LINK ONLY**  
1 LUMS 15 credit Option

Revision Sessions & Exams

8 – 12 week Work Internship over Summer Break

## COMPULSORY MODULES YEAR 2

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### **MNGT213 Data Analysis for Management (15 Credits/Level 5) Lent**

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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. In addition, the course is designed to develop students' abilities to make effective use of computer software for data analysis. The following topics are covered: descriptive statistics, probability, probability distributions, sampling, estimation, hypothesis testing and regression analysis.

**Assessment – 70% exam, 30% coursework (50% Test and 50% Coursework)**

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### **ACF213M/L Management Accounting for Business Decisions (15 Credits/Level 5) Michaelmas or Lent**

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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. It assumes a basic understanding of financial accounting, but no previous knowledge of management accounting is required.

**Assessment – 75% exam and 25% test**

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### **ACF263M/L Introduction to Finance (15 Credits/Level 5) Michaelmas or Lent**

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This module offers an introduction to Finance. It covers the financial environment (assets, markets, intermediaries), capital investment appraisal, an overview of the risk/return trade-off and the cost of capital.

**Assessment – 75% exam and 25% test**

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### **MNGT200 Management and Consulting: Practice and Critique (30 Credits/Level 5) M&L**

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The course aims to provide understanding about contemporary management practice through the window of consultancy, and is therefore directly relevant as preparation for the work placement and/or years abroad. Students examine the analytical skills needed and used by consultants and how consultancy interventions take place. The course looks at who consultants are and the major themes in consultancy practice today, and critiques the industry and process which aims to lead to improvements in management practice. This is tackled theoretically and through a series of practical activities, culminating in a major client project that provides a unifying perspective.

**Assessment – 40% group report, 30% individual essay, 30% group presentation**

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### **MKTG222 Marketing Fundamentals (15 Credits/Level 5) Michaelmas**

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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.

**Assessment – 50% exam, 50% coursework (50% Test week 7 and 50% Test week 12)**

**AND**

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### **MKTG227 Marketing Management Essentials (15 Credits/Level 5) Lent**

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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 coursework assessment which takes the form of a professional marketing proposal. Topics covered include Channel Strategy, Consumer Behaviour, Marketing Communications, Brands & Brand Management, International Marketing Strategy and Business-to-Business Marketing.

**Assessment – 50% exam and 50% coursework**

**\*OR**

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**ECON224      Topics in Economics for Managers (15 Credits/Level 5) Michaelmas**

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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 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.

**Assessment – 67% exam and 33% test**

**AND**

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**ECON225      Further Topics in Economics for Managers (15 Credits/Level 5) Lent**

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The course examines the essential features of a money economy: banking; the national debt, interest rates, inflation, seigniorage; the balance of international payments; fixed and flexible currency exchange rates; monetary policy; money and business cycles.

**Assessment – 67% exam and 33% test**

## US LINK ONLY

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### OWT229 Business Ethics (15 Credits/Level 5) Lent

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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.

**Assessment – 100% coursework (40% book review, 50% essay, 10% group presentation)**

## US LINK OPTIONAL MODULES YEAR 2

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### 30 Credits Level 5 Michaelmas & Lent

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#### Michaelmas

PPR.208 Mind-Body Problem  
PPR.211 Philosophical Questions in the Study of Politics and Economics  
PPR.212 Metaphysics  
PPR.216 Idealism, Empiricism, and Criticism in 18th Century Philosophy  
PPR.220 Modern Political Thought: Liberty, Theory and Practice  
PPR.233 Power in British Politics: The Role of the Prime Minister  
PPR.235 Peace Studies in Action  
PPR.236 Politics and History of the Middle East  
PPR.237 Government and Politics of the United States  
PPR.252 Buddhism and Modernity in Asian Societies  
PPR.254 Religion in Society: Theories and Methods  
PPR.259 Constructing Christian Ethics and Politics  
PPR.260 Indian Philosophical and Religious Thought  
PPR.280 International Relations, Security and Sustainability  
PPR.281 Politics of Development and Global Changes  
PPR.282 Understanding Key Economic Concepts: Economics for the Real World

#### Lent

PPR.206 Values and Objectivity  
PPR.207 Moral Philosophy  
PPR.210 Philosophy of Science  
PPR.213 Epistemology  
PPR.214 Nineteenth Century Philosophy  
PPR.215 Issues in Contemporary Politics and Philosophy  
PPR.232 Latin American Politics  
PPR.245 The Politics of Race  
PPR.246 Public Policy  
PPR.248 China's International Relations  
PPR.250 Christianity in the Modern World: Traditions and Transformations

PPR.251 Islam: Tradition, Community and Contemporary Challenges  
PPR.253 Hinduism in the Modern World  
PPR.256 Gender and Religion  
PPR.283 Exploring Key Economic Issues: Economics for the Real World  
PPR.284 International Relations and Politics of the Asia Pacific  
PPR.285 Russian (Inter)national Politics

**For more details search PPR. modules here:**  
<http://www.lusi.lancaster.ac.uk/CoursesHandbook/>



## DLC MODULES

LANGUAGE		
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	CHIN200/CHIN201	CHIN300/CHIN301
<i>Students must obtain an aggregation score of 15 (60%) in Part I in order to continue on this pathway</i>		

LANGUAGE AND CULTURE			
1ST YEAR	2ND YEAR	3RD YEAR	
		MICHAELMAS	LENT
SPAN 100	SPAN200i/SPAN201i	DELC 214	DELC 339
SPAN 101	SPAN200/SPAN201	DELC 214	DELC 339
GERM 100	GERM200i/GERM201i	DELC 214	DELC 339
GERM 101	GERM200/GERM201	DELC 214	DELC 339
FREN 100	FREN200i/FREN201i	DELC 214	DELC 339
FREN 101	FREN200/FREN201	DELC 214	DELC 339
CHIN 100	CHIN200/CHIN201	DELC 214	DELC 339
<i>Students must obtain an aggregation score of 12 (50%) in Part I in order to continue on this pathway</i>			

## EU LINK OPTIONAL MODULES YEAR 2

Pre-requisites may apply so please check the module flow charts carefully (pages 24-32)

### ACCOUNTING & FINANCE

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#### **ACF211      Accounting Information Systems & Auditing (15 Credit/Level 5) Michaelmas**

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This module introduces and 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, including some of the key issues relating to audit independence, materiality and going concern.

**Assessment – 75% exam, 25% coursework**

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#### **ACF212      Principles of Financial Accounting (15 Credits/Level 5) Lent**

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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.

**Assessment – 75% exam, 25% coursework**

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#### **ACF214L      Principles of Finance (15 Credits/Level 5) Lent**

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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, options and working capital management will also be investigated.

**Assessment – 75% exam, 25% coursework**

### ECONOMICS

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#### **ECON207      Managerial Economics (15 Credits/Level 5) Michaelmas**

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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.

**Assessment – 60% exam, 40% coursework**

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#### **ECON208      Business and International Macroeconomics (15 Credits/Level 5) Lent**

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This course studies macroeconomics with particular emphasis on the international financial sector, and the effects of monetary and fiscal policy. It explains the implications of macroeconomic policy changes for the international business environment. Topics include the national income accounts, economic growth, foundations of aggregate demand and aggregate supply, demand management policy, inflation and unemployment, demand management in an open economy, international parity conditions, consumption and investment decisions, the government budget constraint, and the monetary policy transmission mechanism.

**Assessment – 60% exam, 40% coursework**

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#### **ECON212      Introduction to Econometrics (15 Credits/Level 5) Lent**

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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.

**Assessment – 67% exam, 33% coursework**

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**ECON228      Game Theory (15 Credits/Level 5) Michaelmas**

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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.

**Assessment – 67% exam, 33% coursework**

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**ECON229      Applied Economics (15 Credits/Level 5) Michaelmas**

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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.

**Assessment – 67% exam, 33% coursework**

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**ECON230      Economic Policy (15 Credits/Level 5) Lent**

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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 Economic Theory with regards to the limitations and ways in which the government may intervene. Students will learn to understand the basic tools to assess the viability and convenience of a given economic policy and understand how the current Competition, Trade and Environmental policies relate with the findings of academic research in Economics, and critically assess their impact in terms of efficiency and feasibility.

**Assessment – 70% exam, 30% coursework**

## **ENTREPRENEURSHIP, STRATEGY & INNOVATION**

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**ENSI207      Entrepreneurship: Discovery & Practice (15 Credits/Level 5) Michaelmas**

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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 you to 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.

**Assessment – 70% portfolio, 30% test**

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**ENSI210      Entrepreneurial Mind Set (15 Credits/Level 6) Lent**

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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.

**Assessment – 60% report, 40% test**

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**ENSI211      Business Start-up (15 Credits/Level 5) Lent**

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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 your own

enterprise skills and develop the ability to communicate new business ideas using opportunity business models in the context of business start-up.

**Assessment – 70% essay, 30% presentation**

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**ENSI212 Selling for Entrepreneurs (7.5 Credits/Level 5) Michaelmas weeks 1-5**

**Must be taken with a second 7.5 credit module**

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.

**Assessment – 60% group project, 40% essay**

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**ENSI214 Networking for Entrepreneurship (7.5 Credits/Level 5) Michaelmas weeks 1-5**

**Must be taken with a second 7.5 credit module**

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 your own networking skills.

**Assessment – 100% essay**

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

**Must be taken with a second 7.5 credit module**

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.

**Assessment – 100% essay**

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

**Must be taken with a second 7.5 credit module**

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.

**Assessment – 100% essay**

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**ENSI311 Franchising (15 Credits/Level 5) Lent**

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. *\*Please note this module can be taken as a 2nd year course and will only run in 18/19.*

**Assessment – 50% essay, 50% project**

## MARKETING

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### **MKTG232 Advertising (15 Credits/Level 5) Michaelmas**

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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.

**Assessment – 60% exam, 40% coursework**

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### **MKTG233 Digital Marketing (15 Credits/Level 5) Michaelmas**

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This year a major revision is deployed reflecting rapid changes in the digital marketing industry. The module gives students an opportunity to investigate both established and emerging forms of digital marketing, with equal emphasis on these two main aspects and lectures delivered by two members of staff. Initially the focus is on integrated digital campaign planning. Commercial web analysis tools, provided by comScore, a global leader in this area, will be used to assess consumer web browsing behaviour on corporate and social websites, to inform campaign decisions. Topics discussed will include: integrated campaign planning; search marketing; digital advertising, in particular display advertising; the consumer decision journey and approaches to using commercial software. However, this does not require a statistical approach. Building on the knowledge of data-driven, integrated digital campaign planning, the module introduces students to strategic aspects of the ongoing digitalization of marketing activities.

The aim is to explore how marketing in the digital space is not an isolated or 'add on' element to established marketing strategy, but increasingly becomes an integral and 'blended' part of key business-to-business and business-to-consumer activities. Value creation will be discussed in the context of, for example: the internet of things (IOT); personal, connected, devices (e.g. trackers); and innovative digital services. An industry speaker will provide input to ensure that this remains an industry relevant module.

**Assessment – 60% exam, 40% coursework**

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### **MKTG234 Social Media Marketing (15 Credits/Level 5) Lent**

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This module will offer students the chance to explore various forms of online consumer engagement 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 marketing, mobile marketing, augmented reality, online consumption environments, virtual identities and online consumer behaviour, online consumption experiences, and the rise of virtual economies amongst others. Students will also be exposed to the latest online research methods used for understanding the digital consumer such as online observation techniques and web-based interviews. Module will also explore current and potential trends in the digital environment.

**Assessment – 60% exam, 40% coursework**

## MANAGEMENT SCIENCE

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### **MSCI203 Managing Business Information Systems (15 Credits/Level 5) Michaelmas**

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This module provides an introduction to the use and impact of IT, communication and integrated technology systems on business organisations. It considers the impact of IT systems upon the business procedures, the services delivered to customers and the working life of those in the organisation. From a taxonomy of the different forms of IT systems we move to examining the strategic planning and delivery of the new systems, the risks to the business, the business

advantages to be gained by successful implementations and consider current issues facing business organisations. The course provides the business foundation for other more specialised or technical topics in information systems.

**Assessment – 60% exam, 40% coursework**

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

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Techniques based on mathematics and statistics can be extremely powerful tools in helping to solve organisational problems. This module consists of 5 such techniques: Forecasting, Simulation, Decision Analysis, Network Analysis and Linear Programming. The course will explain the business situations in which such techniques apply, and will show how to use the techniques and interpret the results to make better business decisions. The course is particularly relevant for careers in general management, accountancy, consultancy and business analysis.

**Assessment – 70% exam, 30% coursework**

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**MSCI242      Spreadsheet Modelling for Management (15 Credits/Level 5) Michaelmas**

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The aims of this course are to understand general modelling concepts and their role in management analysis; how analytical techniques can add value to management decisions and the role that data issues (quality, errors) can play in decision making. You will learn how Excel models can support research and investigations. You will also learn how to use a wide range of Excel functions to handle and filter data of different types, produce effective charts and data summaries, and understand how Excel models can be applied to a wide range of management decisions.

**Assessment – 50% exam, 50% coursework**

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**MSCI251      Project Management Tools and Techniques (15 Credits/Level 5) Michaelmas**

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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 identification and definition stages, through project execution and control, to issues of implementation and change. The coverage of the early stages of the project cycle uses methods emerging from the systems movement and stresses the strategic relevance of project management. The operational management of the project is covered by introducing techniques for planning, scheduling and controlling projects. Attention is also given to the people management aspects of this process, especially to leadership, team-working, motivation and direction.

**Assessment – 60% exam, 40% coursework**

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

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Leading on from basic statistics and linear regression modelling, this course provides an introduction to decision making based on data analysis, focussing on exploratory data analysis, statistical methods for classification, and their evaluation. The course uses the open source software R. In previous years MSCI331 has been supported by DataCamp, which provides free access to online courses in data science and programming.

**Assessment – 100% coursework**

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**MSCI342      Advanced Spreadsheet Modelling (15 Credits/Level 6) Lent**

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This highly practical module builds on the techniques developed during MSCI 242 and aims to equip the student with an advanced set of spreadsheet modelling skills, including advanced functions, Visual Basic for Applications programming (VBA) and integrated model design. The aim is to improve the student's technical skills to enable effective, dynamic and powerful models to be constructed. Case studies and real-life applications will be used to illustrate these concepts, and show how value

can be added to decision support tools used in management and decision situations. Applications will include optimisation, simulation, data handling and algorithms.

**Assessment – 100% coursework**

## **ORGANISATION, WORK & TECHNOLOGY**

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### **OWT221 Organisations Behaviour (15 Credits/Level 5) Michaelmas**

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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.

**Assessment – 50% exam, 50% coursework**

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### **OWT222 Managing People (15 Credits/Level 5) Lent**

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This module outlines how the management of people is approached and understood within different cultural, economic and political contexts. It will review to what extent the strategies, practices and meanings of managing work and workers have changed over the last couple of decades. Particular emphasis is thereby placed on the exploration of the social, temporal and spatial dimensions of managing and regulating work within the organizational context and beyond.

Overall, the module aims to outline the organizational as well as individual challenges, ambiguities and complexities that are concomitant with current modes of managing workers and employees. We will cover topics such as bureaucratic and entrepreneurial forms of work organization, creative knowledge work and workers, employee subjectivity and identity, normative forms of power and control, as well as ethico-political aspects of contemporary management.

Against that background, the module will:

- Allow you to understand and analyse strategies of managing people as strategies being informed by sociocultural values and norms
- Help you to understand and explore the complexities, ambiguities and frictions of current modes of managing work and workers
- Support you in developing an awareness of the ethical issues and questions that are inscribed in practices of managing people
- Allow you to problematise and critically reflect upon recent trends in management and organization

**Assessment – 50% exam, 50% coursework**

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### **OWT223 Human Resource Management (15 Credits/Level 5) Michaelmas**

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The aim of this module is to understand how the elementary functions of HRM unfold, and why they do so in certain ways nowadays compared to, say, thirty years ago. The module introduces and analyses Human Resource Management as a complex cultural phenomenon. 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 in which we can find reflected conceptions of work, life and self in the 21st Century. The module will thus investigate the relationships between the 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.

The central aim of our HRM modules is to give you a good understanding of the sphere of *Human Resource Management* – both as a set of organisational practices and as a group of theoretical and conceptual ideas. From introductory material 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.

**Assessment – 50% exam, 50% coursework**

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### **OWT224 Human Resource Development (15 Credits/Level 5) Lent**

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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, i.e.: 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.

**Assessment – 50% exam, 40% essay, 10% presentation**

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### **OWT226 Management Knowledge, Data and Information Systems (15 Credits/Level 5) Lent**

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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 three themes:

- Knowledge Management and Information Communication Technologies (ICTs)
- Informational devices and their mobilities
- 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, one or more cases and/or 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.

**Assessment – 70% exam, 30% group presentation**

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**OWT228      The Changing Role of Management (15 Credits/Level 5) Lent**

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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.

**Assessment – 50% exam, 50% coursework**

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**OWT229      Business Ethics (15 Credits/Level 5) Michaelmas**

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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.

**Assessment – 50% essay, 40% book review, 10% group presentation**

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**OWT 230      Management & the Natural Environment: Ethics & Sustainability I  
(15 Credits/level 5) Michaelmas**

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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.

**Assessment – 50% essay, 30% book review, 20% group presentation**

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**OWT234      Management and International Organisations (15 Credits/Level 5) Lent**

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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.

**Assessment – 70% report and 30% group presentation**

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**OWT235      Global Corporate Social Responsibility (15 Credits/Level 5) Lent**

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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.

**Assessment – 50% report and 50% exam**

**For more details search modules here: <http://www.lusi.lancaster.ac.uk/CoursesHandbook/>**

## PROGRESSION & PASS GRADES

**PART I:** Achieve an aggregate score of 9.0 in the coursework element and 9.0 in the exam element of each module, with an overall aggregation score of 10.3 for each module to progress to part II

**PART II:** Achieve an overall aggregation score of 9.0 (coursework and exam combined) in each module to pass the module

## PROGRESSION TO THE US

If you are on the American link you must pass all exams at the first attempt for Part II in order to progress at the end of Year 2 to Northeastern University. The timing of the visa application process means that students required to take resits in August of Year 2 will not be able to obtain a visa in readiness for the start of the academic year at Northeastern. In addition, Northeastern requires an overall grade profile at a 2:1 (Upper Second) standard.

## GRADING TABLE

Result	Descriptor	Grade	Agg. Score	Percentage	Class
Pass	Excellent	A+	24	100	First
		A	21	80	
		A-	18	70	
Pass	Good	B+	17	~ 66.5	Upper Second
		B	16	~ 63	
		B-	15	60	
Pass	Satisfactory	C+	14	~ 56.5	Lower Second
		C	13	~ 53	
		C-	12	50	
Pass	Weak	D+	11	~ 46.5	Third
		D	10	~ 43	
		D-	9	40	
Fail	Marginal Fail	F1	7	~ 31	Fail
	Fail	F2	4	18	
	Poor Fail	F3	2	~ 8.5	
	Very Poor Fail	F4	0	~ 0.2	

## LEARNING SUPPORT IN LUMS

### Resources to support your undergraduate studies



#### The LUMS Learning Development Team

The Learning Development team offers a range of provision to support your study.

You can find full details about academic support and study advice in LUMS on the LUMS **Learning Development** Moodle site:

<https://modules.lancaster.ac.uk/course/view.php?id=281>

(You may need to self-enrol.)



The **Learning Developers** provide drop-in sessions, workshops, classes, individual tutorial support, and the Academic Writing Zone. The Learning Developer for LUMS undergraduates is **Sarah Robin**.

#### Academic skills development on your programme

Many programmes offer **tailored sessions or support modules** to help you make the transition to undergraduate study – do check your course handbook/Moodle site and make the most of these opportunities.

The Learning Developers provide drop-in sessions, workshops, classes, individual tutorial support, and the Academic Writing Zone. The Learning Developer for LUMS undergraduates is Rebecca Howarth.

#### Drop-in sessions

If you have a question about academic study, you can go to a **drop-in session** and speak to one of the student learning advisors with no need to book. Available sessions will be posted on the Moodle page.

If you have a question about writing or other aspects of study, come along to one of our regular drop-in sessions in B38a in LUMS and speak to one of the Learning Developers - no need to book. For times, see our Moodle site.

#### One-to-one tutorials

The Learning Developers offer one-to-one tutorials for students who are referred by their department, tutor, college advisor, LUSU or Student Based Services. If you have been referred to the team, please contact [learningdevelopmentlums@lancaster.ac.uk](mailto:learningdevelopmentlums@lancaster.ac.uk) to arrange an appointment.

#### One-Stop English in LUMS

In the Michaelmas and Lent terms we run informal open-access sessions for LUMS international students to help you develop your English language skills. For details, see our Moodle site.

**For more details of any of these support sessions please see the LUMS Learning Development Moodle page:** <https://modules.lancaster.ac.uk/course/view.php?id=281>

### **The Academic Writing Zone**

The Academic Writing Zone is a friendly place for all LUMS students to discuss their academic writing one-to-one with a **peer writing mentor** (a postgraduate or final year student.)



Our mentors are trained to help you develop effective strategies for managing the writing demands of your course. They cannot help you with subject content, or proofread your work, but you can discuss your assignments with them and get feedback on your writing. They can also discuss with you issues such as: getting started on an assignment, looking for source material, improving the clarity of your writing, the different types of assignments, structure and style, referencing and citation, and much more.

The AWZ opens in week 4 in B38a. For more details, and to book an appointment with a writing mentor, please go to our Moodle site: <https://modules.lancaster.ac.uk/course/view.php?id=281>

### **The LUMS Maths & Stats Help (MASH) Centre**



The MASH Centre aims to help LUMS undergraduates understand the principles they need to cope with the quantitative aspects of their degree, and to develop confidence in solving maths-related problems.

You can work through practice exercises on your own, with a tutor on hand to help if you get stuck, or you can make a one-to-one appointment to see a trained student MASH mentor.

MASH opens in week 3 in B38a. For more details and to book, go to the MASH Moodle site: <https://modules.lancaster.ac.uk/course/view.php?id=16936>

### **The Transition Guide Scheme**

If you are an international student who hasn't studied in the UK before, you may be enrolled on the **LUMS Transition Guide Scheme**. This scheme allocates international students with a guide/mentor who will support your transition into the Higher Education system in the UK. If you have been enrolled on the scheme you will receive an email from Rebecca Howarth who is the scheme co-ordinator in late September/early October.

### **Study guides – books**

All are available as e-books from the University library.

Gillet, A., Hammond, A. & Martala, M. (2009) *Successful Academic Writing*. Harlow: Pearson Education

Cottrell, S. (2013) *The Study Skills Handbook*. (4<sup>th</sup> Ed). Basingstoke: Palgrave

Crème, P. & Lea, M.R. (2008) *Writing at University*. Maidenhead: Open University Books/McGraw-Hill Education

Fairbairn, G.J. & Winch, C. (2011) *Reading, Writing and Reasoning: A Guide for Students*. Buckingham: Open University Press

McMillan, K. & Weyers, J. (2006) *The Smarter Student*. Harlow: Pearson Education

### **Useful websites on study, academic practices and writing**

<http://www.lancaster.ac.uk/learning-skills/>: resources and information on all aspects of study

<http://wp.lancs.ac.uk/studyblog/>: tips and advice from Lancaster students

<http://www.uefap.net>: for all aspects of English for academic purposes

<http://www.phrasebank.manchester.ac.uk>: useful academic expressions – worth a close look

<http://www.bradford.ac.uk/academic-skills/writing/study/>: helpful resources for students on business and management courses from Bradford University Management School

<http://new.learnhigher.ac.uk/blog/wp-content/uploads/refandbib.pdf>: an excellent introduction to referencing and citation practices

### **Library resources**

The library website <http://www.lancaster.ac.uk/library/>, and especially the specialist guide for business and management students <http://lancaster.libguides.com/business>, has a wealth of helpful material and it is well worth spending time exploring these resources before your course starts.

Try this **online tutorial** on how to search for books, journal articles and much more:

<http://lancaster.libguides.com/Litsearch>

Andy Holgate is the **specialist librarian** for LUMS. Andy holds regular drop-in sessions in LUMS to help you make the most of the library resources and search effectively for material - see the LUMS Learning Development Moodle site for times. You can also email Andy: [a.holgate@lancaster.ac.uk](mailto:a.holgate@lancaster.ac.uk)

### **Further support: English for Academic Purposes**

Dr Helen Hargreaves is the **Learning Developer for EAP** across the whole University, providing weekly writing workshops in the library, one-to-one English language advice for academic writing (bookable slots in the Learning Zone), and Culture Exchange – social events for PG students to develop English in an informal setting. You can self-enrol on the English Language Development Moodle site to find out more: <https://modules.lancaster.ac.uk/course/view.php?id=22878>

# HELLO FUTURE

## CAREERS AND EMPLOYABILITY

The challenges of today's business world are evident to all, but so are the opportunities. Here in LUMS we have a dedicated Careers Team to provide our students with personalised advice, guidance and coaching to help them take advantage of the career options that come their way. Whether our students are focused on achieving a specific goal, need support making impressive applications or exploring new career paths that have opened up during their degree there are regular drop-in sessions and private appointments available for longer consultations. Our degree schemes are intensive and will challenge students to perform at the peak of their abilities. Many degree programmes have integrated, tailored career development workshops. These help students to craft an effective CV/application, practice psychometric tests, research the job market and undertake mock interviews and assessment centres. There are also a range of business games, competitions and skills development workshops led by the team and employers to encourage, energise and excite students about their career possibilities. We understand that improving your employability is one of the key reasons for doing a degree and we believe in providing students with exposure to professional businesses and employers. We organise over 100 career events every year with visitors coming from organisations such as: Accenture; Aldi; Bank of England; Deloitte; Google; HSBC; Johnson and Johnson; KPMG; IBM; PriceWaterhouseCoopers; Unilever. The very close links that we have with the LUMS Alumni Team mean that we can often put students in contact with LUMS alumni in various companies for advice and an understanding of the recruitment process and the organisation. Whatever our students want to do and wherever they want to work the LUMS Careers team are here to make that ambition a reality.

### **Can I get 1:1 careers support?**

Yes, our dedicated team of careers advisers are available to help you with any aspect of your career development. We host four drop-in clinics a week in term time where our advisers are here and available to have a chat with you. All our advisers are also available for private consultations which you can book online.

### **Do you have graduate employers visiting LUMS?**

Every year we host over 100 career and employability events in the school with employers visiting from a wide variety of backgrounds. Employers who visit us on a regular basis include: Aldi; BAE; Deloitte; HSBC; IBM; KPMG; PwC and Unilever. In 2016/17 we will also have employer events with: Abercrombie and Fitch; Google; Kellogg's; Lloyds Banking Group; IBM, L'Oréal, Unilever and many more.

### **Is there support for postgraduate study applications?**

Our careers team will be very happy to assist you with applications to postgraduate courses both here at Lancaster and at other institutions in both the UK and abroad. The team will be able to talk



you through your application and provide guidance on your personal statement and any additional application documents that you may be required to produce.

**I don't know what I want to do when I graduate, how can you help me?**

The careers advisers here in LUMS are here to support you through the entire process. Most new students do not know what they want to do when they graduate but will eventually develop some idea or preference by attending employer talks; presentations by the careers team and also through 1:1 guidance sessions.

**Do you provide support for overseas job searches?**

As LUMS has an excellent reputation and is ranked in the top 1% in the world we are very pleased to support and assist with your global job search. We host events throughout the year looking at careers around the world and we have a dedicated "Global Zone" in the careers space exclusively for this topic. All of our careers advisers will be happy to discuss the options available to you and assist you in your global job search.

**Can you put me in contact with people currently working in industry?**

As a careers team we work very closely with our alumni department and have a valuable network that our current students can use to contact alumnus within companies for information and advice. These career contacts can provide you with invaluable advice about their professional roles, the company recruitment process and information about the organisation they work for.



<http://www.lancaster.ac.uk/lums/careers/>