Lancaster University
Management School

BBA (HONS) INTERNATIONAL BUSINESS MANAGEMENT

A GUIDE TO YEARS 3 & 4

2019/2020

QUADRUPLE-ACCREDITED, WORLD-RANKED

AACSB ACCREDITED · ASSOCIATION OF MBAS ACCREDITED · EFMD EQUIS ACCREDITED · SMALL BUSINESS CHARTER

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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/EURO BBA 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 initial 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.
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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
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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**

OTHER USEFUL CONTACTS

Emma Jupp	**Deputy Undergraduate Manager**	**LUMS UG Offices Room A7**	**(5)10692**	**e.jupp@lancaster.ac.uk**
Juliet Huntington	**LUMS Placement & Internships Manager**	**LUMS Careers Centre (A112)**	**(5)10763**	**j.huntington1@lancaster.ac.uk**
Charlotte Britton	**LUMS Placement & Internship Officer**	**LUMS Careers Centre (A112)**	**(5)92480**	**c.britton@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:

Frederic Beaumont	NEOMA BUSINESS SCHOOL EMPOWERING MANAGEMENT	**Frederic.beaumont@neoma-bs.fr**
Rolf Daxhammer	ESB BUSINESS SCHOOL REUTLINGEN UNIVERSITY	**Rolf.Daxhammer@Reutlingen-University.de**
Carmen Escudero Guirado	UNIVERSIDAD PONTIFICIA ICAI ICADE COMILLAS MADRID	**cescudero@icade.comillas.edu**
Laura Zoni		**laura.zoni@unicatt.it**
Robin Cohen		**r.cohen@neu.edu**
Gerardo Abreu Pederzine		**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

Please note that the Lancaster Accommodation Team are aware that incoming Year 3 IBM students require accommodation for Michaelmas, Lent and the exam period in Summer.

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 practicals (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 at least 16 weeks during the Summer between Year 3 and Year 4.

The internship period can run from the end of the Lent term (April) until the start of the next academic year (October). However, please note that you are required to return for your examinations during the main Summer Exam Period (weeks 4-7 of the Summer Term). Your employer will be obliged to release you for this essential aspect of your studies and you should budget for associated travel and accommodation costs.

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. The internship should ideally be in the UK, however international placements will be considered if the main language of the workplace is English.

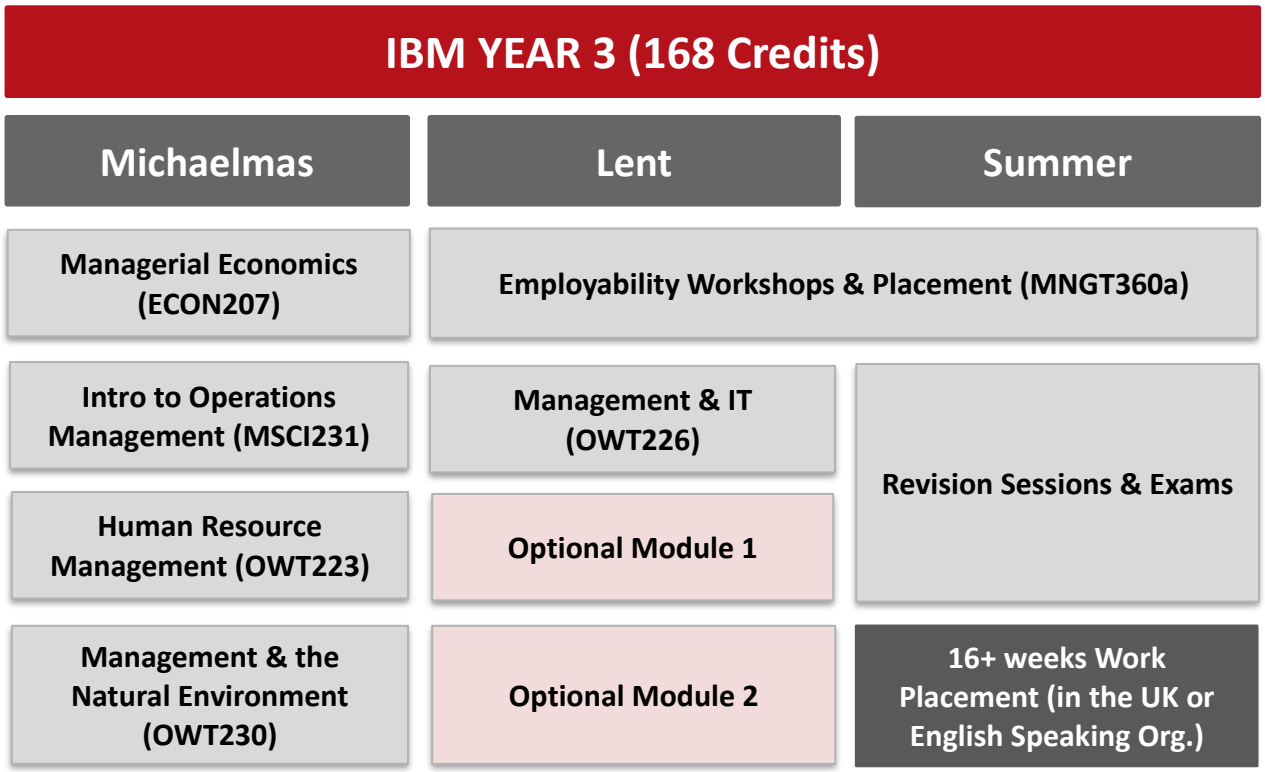
Many national and multi-national companies in the UK offer a formal summer internship as part of their graduate recruitment programme. These are advertised widely and the application process is often CV > application form > psychometric test > assessment centre > interview. Most of the companies use 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.

Please note that all placements/internships 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.

All Year 3 IPBS students must take MNGT360a which includes a series of employability workshops which are assessed as part of the module. These include an introduction to the UK graduate job market, an overview of careers theory, application process management, skills development and personal career planning. Although the internship is not officially assessed/graded it is credit bearing (60 LU credits, 30 ECTS) and the compulsory final-year dissertation (MNGT360b) relates closely to your work during the internship.

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

PART II PROGRAMME STRUCTURE



COMPULSORY MODULES YEAR 3

ECON207 Managerial Economics (15 Credits/Level 5) Michaelmas

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

MSCI231 Introduction to Operations Management (15 Credits/Level 5) Michaelmas

Operations management is the core managerial discipline in all kinds of operation - from private sector manufacturing through to public sector services. It is about the human capacity to organise all of the operations that underpin the modern world: transportation, the generation of energy, retailing, the production of goods, the provision of medical and educational services and so on. The module will introduce students to key concepts and themes of Operations Management such as operations strategy and performance objectives, operations design (e.g. layout, facility location and capacity). Inventory planning and control, project management, quality management and supply chain management. These topics will be approached using a combination of qualitative and simple quantitative methods.

Assessment – 50% exam, 50% coursework

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

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

OWT230 Management & the Natural Environment (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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OWT226 Management & IT (15 Credits/Level 5) Lent

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

MNGT360a Employability Workshops & Placement (3 Credits/L6) L&S

This course consists of four compulsory workshops in the Lent term which cover: Self-Assessment and Career Management; Researching Placement Opportunities; Winning CV's and Application Forms; The Assessment Centre. Based on these workshops, students will produce a portfolio containing material from each of the workshops which will be weighted at 10% (3 credits) of the overall mark for the dissertation module, MNGT360b.

OPTIONAL MODULES YEAR 3

Pre-requisites may apply so please check the module flow charts carefully (pages 25-32)

ACCOUNTING & FINANCE

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

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

ACF213L Management Accounting for Business Decisions (15 Credits/Level 5) Lent

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

ACF263L Introduction to Finance (15 Credits/Level 5) Lent

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

ECONOMICS

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

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

ECON230 Economics Policy (15 Credits/Level 5) Lent

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

ECON327 Labour Economics (15 Credits/Level 6) Lent

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.
Assessment – 67% exam, 33% coursework

ENTREPRENEURSHIP, STRATEGY & INNOVATION

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

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

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

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.
Assessment – 70% essay, 30% presentation

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.
Assessment – 50% essay, 50% project

ENSI321 Gender & Entrepreneurship in a Global Context (15 Credits/Level 6) Lent

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.
Assessment – 70% essay, 30% cultural audit

MARKETING

MKTG302 Strategic Negotiations: Making Sustainable Deals (15 Credit/Level 6) Lent

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 and 5) the managerial implications of strategic negotiations. ***Please note you will need to provide evidence of fulfilling the pre-requisites for this course, equivalent to MKTG227 or MKTG229, and departmental approval.***

Assessment – 60% exam, 40% essay

MKTG303 Global Marketing Management (15 Credit/Level 6) Lent

As marketing activities become more internationally focused, firms are increasingly looking for prospective employees with the knowledge and skills to address the new challenges and opportunities associated with globalisation. 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. Students will take part in interactive lectures and assessment-centred seminars to examine trends in global marketing management. The module will also pay special attention to emerging markets and the roles they play in invigorating marketing theories and practice. ***Please note you will need to provide evidence of fulfilling the pre-requisites for this course, equivalent to MKTG225 and MKTG229, and departmental approval.***

Assessment – 60% exam, 40% essay

MKTG315 Managing Marketing Innovation (15 Credits/Level 6) Lent

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 possible trade-offs faced by managers of innovation, as well as comparing potential outcomes of marketing management decisions in real world scenarios. The module begins 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 seven themes; (i) Managing for Innovation, (ii) Creating Innovation (iii) The Macro Environment and Innovation, (iv) The Micro Environment and Innovation, (v) Implementing Innovation, (vi) Creating the Innovation Organisation, and (vii) Effective Innovation Management. We see how market information and intelligence is generated, circulated and acted upon to make innovation happen. ***Please note you will need to provide evidence of fulfilling the pre-requisites for this course, equivalent to MKTG210 or MKTG227, and departmental approval.***

Assessment – 60% exam, 40% essay

MKTG316 Advanced Topics in Consumer Behaviour (15 Credits/Level 6) Lent

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. ***Please note you will need to provide evidence of fulfilling the pre-requisites for this course, equivalent to MKTG210 and MKTG225, and departmental approval.***

Assessment – 60% exam, 40% essay

MKTG327 The Management of Marketing (15 Credits/Level 6) Lent

This module focuses upon those individuals and organizations who are regarded as the most influential or powerful individuals/organizations in their chosen field and beyond. These are the individuals whose leadership or challenge to the status quo transforms their immediate arena and beyond. In so doing this class is broad in coverage affording study of prominent leaders and artists, as well as the context of their operations. The module incorporates important aspects of strategy and leaderships as well as marketing. It is suggested that examination of these individuals provides valuable lessons for corporate marketers. ***Please note you will need to provide evidence of fulfilling the pre-requisites for this course, equivalent to MKTG227 or MKTG229, and departmental approval.***

Assessment – 60% exam, 40% essay

MANAGEMENT SCIENCE

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

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

MSCI282 Quality and Risk Management (15 Credits/Level 6) Lent

The purpose of this course is to give you an understanding of the main concepts and techniques in quality management and risk management within the general subject of operations management. It will treat the concepts analytically, but as grounded in the practical problems faced by both manufacturing and service operations. Topics in quality management range from statistical process control to quality management, while those in risk management range from quantitative risk assessment to high reliability organisations. The course will also look critically at both subjects, examining the limitations as well as the benefits of existing ideas and techniques.

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

MSCI352 Project Management: Negotiation & Decision Support (15 Credits/Level 6) Lent

Central to this module is the Crossbay Contracting Game, a management game designed by the module convenor and his colleagues at HCS Ltd. Three (health service) organisations are involved in a contract negotiation, and you will be part of the management team of one of these organisations. The contract concerns funding requirements for core activities over the coming financial year. 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.

Assessment - 100% coursework

MSCI375 E-Business Management & Technology (5 Credits/Level 6) Lent

The innovative nature of the Internet, ecommerce, mobile technologies, multimedia and e-business is changing the way organisations compete, co-operate and deliver services across all private and public sectors. This module looks at maximising the benefits of the Internet and organising a business in the globalised economy. It examines the use of information systems in organisations and electronic transactions with customers and businesses. It looks beyond the extraordinary growth in ecommerce – only one part of the e-business revolution – and the high level of dotcom failures to examine the continuing changes in the digital economy.

Assessment – 80% exam, 20% coursework

MSCI382 Innovative Developments in Operations Management (15 Credits/Level 6) Lent

There have been a number of innovative developments in Operations Management that have sought to organise resources in a significantly new manner in order to make a big step change in performance. This module discusses these key innovative developments in detail, including those that have led to extensive modernisation both in the manufacturing and service sectors. There will be an emphasis on the importance of successful innovation in the current competitive environment, and the key role of Operations Management in sustaining a competitive advantage and bringing about service improvements.

Assessment – 60% exam, 40% coursework

ORGANISATION, WORK & TECHNOLOGY

OWT222 Managing People (15 Credits/Level 5) Lent

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 organisational context and beyond. Overall, the module aims to outline the organisational 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 organisation, 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 organisation.

Assessment – 50% exam, 50% coursework

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

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

OWT226 Management & IT (15 Credits/Level 5) Lent

This module considers several of the transformations that have arisen in contemporary organisations as a result of the introduction and use of information systems. To consider how information systems have been implicated in these transformations, this course will focus on five themes: IT and Organisational Change; IT and the Public Sector; Organizational surveillance and the new technologies; Knowledge Management and Information and Communication Technology (ICT); Ethical issues in information systems.
Assessment – 70% exam, 30% group presentation

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

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

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

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

OWT321 Organisational Change (15 Credits/Level 6) Lent

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.
Assessment – 50% exam, 50% essay

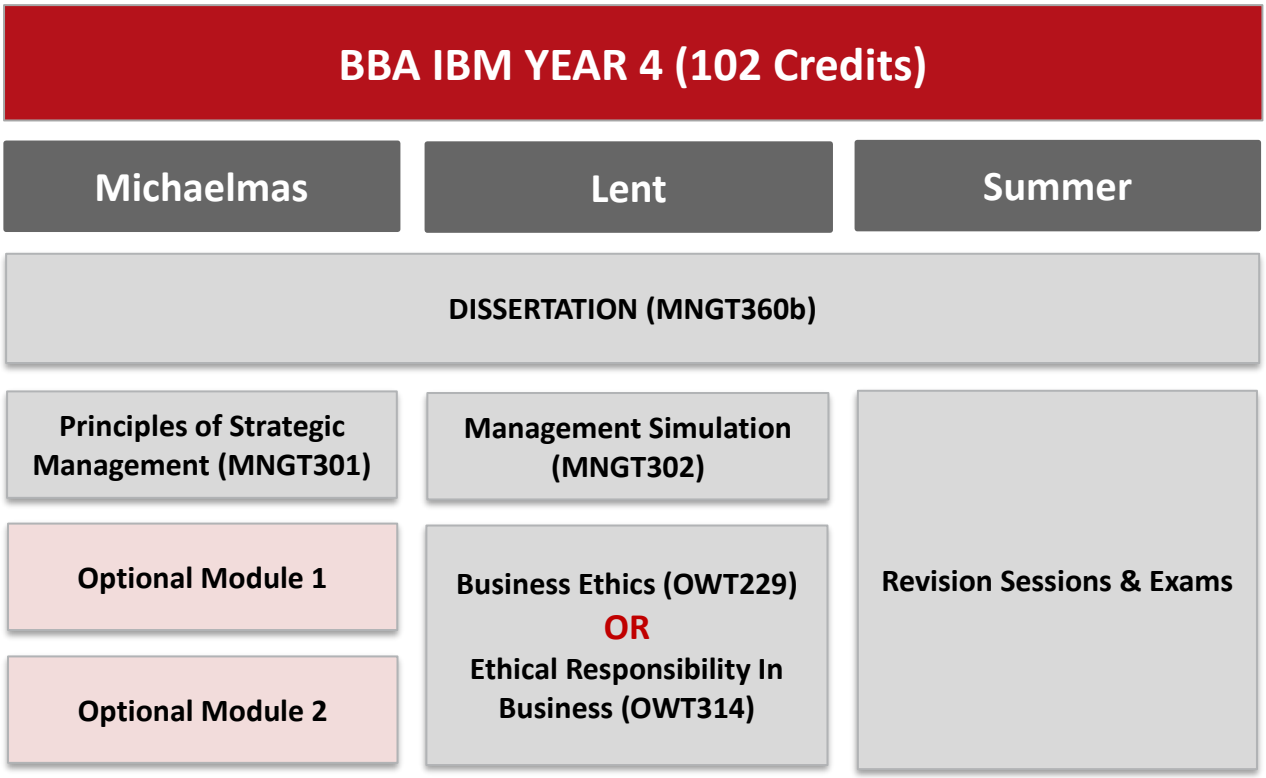
OWT323	**International HRM (15 Credits/Level 6) Lent**

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.
Assessment – 50% exam, 50% coursework

US LINK ONLY - Regional Elective Modules from PPR - Please note these modules must be approved by the IBM Course Co-ordinator and the PPR department prior to part II enrolment

15 Credits	**Level 6**	**Lent**
PPR.321	Reading Political Theory	
PPR.325	International Political Economy of Globalisation	
PPR.336	Africa & Global Politics	
PPR.339	Elections, Voters & Political Parties	
PPR.340	Islamic Politics	

For more details search modules here: http://www.lusi.lancaster.ac.uk/CoursesHandbook/
Pre-requisites may apply so please check the module flow charts carefully (pages 25-32)



COMPULSORY MODULES YEAR 4

MNGT360b European Management Dissertation (27 Credits/Level 6) Mich, Lent & Summer

The dissertation is a 15, 000 word research based project on a management topic based on certain aspects of the placement organisation or on a project/projects carried out during the placement, and is worth 80% of the assessment for this module. A supervisor will be allocated to every student and the precise topic will be agreed between the student and the supervisor. Fuller guidelines on the dissertation will be given to students during the 3rd year. Students will also produce a dissertation outline due early in the Michaelmas Term of Year 4, which is worth 10% of the assessment mark, with the remaining 10% coming from the work completed as part of MNGT360a.

MNGT301 Principles of Strategic Management (15 Credits/Level 6) Michaelmas

This module will provide an understanding of strategy that will enable discussion of real-life business activities within a framework of contemporary strategic management thinking. Topics such as takeover, merger, diversification, divestment and corporate raiding will be examined. Using lectures, case analyses and class discussions, the module is designed to encourage you to develop a personal and distinctive understanding and appreciation of strategising for different industries and in uncertain environments. The course specifically aims to introduce students to the concepts and literature concerning strategic management and business performance, and to, develop students' critical capacities in formulating strategic problems and appraising and deciding between different approaches to their solution. This module is complemented by the Airline Simulation module (MNGT302), which enables students to apply the concepts introduced in MNGT301.

Assessment – 70% exam, 30% coursework

MNGT302 Management Simulation (15 Credits/Level 6) Lent

This module consists of a computer-based strategic management simulation which provides you with opportunity to practice managing the running of a business – in this case, a Regional Airline Carrier. You will be put into teams, specifically allocated to develop your team working skills, with each team taking over a rather run-down small airline and competing with each other in a dynamic marketplace. The simulation runs for eight quarters (in simulated time), at the end of which it is hoped that each airline will be in a much healthier state. This module gives you hands-on experience of manipulating key strategic variables in a dynamic environment.

Assessment – 100% coursework

OWT229 Business Ethics (15 Credits/Level 5) Lent

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 (50% essay, 40% book review, 10% group presentation)

OR

OWT314 Ethical Responsibility in Business (15 Credits/Level 6) Lent

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.

Assessment – 50% group project, 50% exam

OPTIONAL MODULES YEAR 4

Pre-requisites may apply so please check the module flow charts carefully (pages 25-32).

ACCOUNTING & FINANCE

ACF211 Accounting Information Systems & Auditing (15 Credits/Level 5) Michaelmas

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 offers an introduction to Auditing, including coverage of the regulatory framework, audit planning, systems auditing and substantive testing.

Assessment – 75% exam, 25% coursework

ACF213M Management Accounting for Business Decisions (15 Credits/Level 5) Michaelmas

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

ACF214M Principles of Finance (15 Credits/Level 5) Michaelmas

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

ACF263M Introduction to Finance (15 Credits/Level 5) Michaelmas

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

ACF301 Financial Accounting I (15 Credits/Level 6) Michaelmas

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.

Assessment – 75% exam and 25% test

ACF306 Taxation (15 Credits/Level 6) Michaelmas

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 you the skills needed to perform basic tax computations.

Assessment – 75% exam and 25% test

ACF324 Quantitative Finance (15 Credits/Level 6) Michaelmas

This module helps you to understand how econometric models can be used to learn about the future behaviour of the prices of financial assets by using information on the history of asset prices and the prices of derivative securities.

Assessment – 65% exam and 35% test

ECONOMICS

ECON228 Game Theory (15 Credits/Level 5) Michaelmas

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

ECON229 Applied Economics (15 Credits/Level 5) Michaelmas

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

ECON321 Sports Economics (15 Credits/Level 6) Michaelmas

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.
Assessment – 67% exam, 33% coursework

ECON322 Health Economics (15 Credits/Level 6) Michaelmas

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.
Assessment – 60% exam, 40% coursework

ECON326 Monetary Macroeconomics (15 Credits/Level 6) Michaelmas

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.
Assessment – 67% exam, 33% coursework

ECON334 International Business (15 Credits/Level 6) Michaelmas

This course is concerned with the analysis of the international business environment along with the determinants and challenges facing firms becoming internationalised. Topics covered include: the

key elements of first and second waves of globalisation; trends in the global economy; the globalisation of R&D and innovation; explanations of international competitive advantage, investment and production; global strategic behaviour; trends in the 'global factory' home- and host-country impacts of international business (out-sourcing, offshoring, spill-overs etc.); international business risk and risk management; and the international cost of capital.

ENTREPRENEURSHIP, STRATEGY & INNOVATION

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

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. Cannot be studied if you have already taken ENSI101.

Assessment – 70% portfolio, 30% test

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

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 you own networking skills.

Assessment – 100% essay

ENSI215 Funding 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

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

ENSI316 Social Contexts of Entrepreneurship (7.5 Credits/Level 6) Michaelmas weeks 6-10

Must be taken with a second 7.5 credit module

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.

Assessment – 60% essay, 40% presentation

ENSI317 Family Business (7.5 Credits/Level 6) Michaelmas weeks 6-10

Must be taken with a second 7.5 credit module

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.

Assessment – 60% case study report, 40% case study analysis

ENSI322 Business Model Innovation (7.5 Credits/Level 6) Michaelmas weeks 1-5

Must be taken with a second 7.5 credit module

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.

Assessment – 60% case study report, 40% case study analysis

ENSI323 Building & Leading Entrepreneurial Teams (7.5 Credits/Level 6) Michaelmas weeks 1-5

Must be taken with a second 7.5 credit module

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.

Assessment – 55% essay, 45% toolbox

MARKETING

MKTG232 Advertising (15 Credits/Level 5) Michaelmas

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. ***Please note you will need to provide evidence of fulfilling the pre-requisites for this course, equivalent to MKTG227 and departmental approval.***

Assessment – 60% exam, 40% coursework

MKTG233 Digital Marketing (15 Credits/Level 5) Michaelmas

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. An industry speaker will provide input to ensure that this remains an industry relevant module. 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.

Assessment – 60% exam, 40% coursework

MKTG301 Strategic Marketing (15 Credits/Level 6) Michaelmas

In this module on Strategic Marketing the key word is "strategic". Hence it is essential for students to obtain a solid understanding of the various perspectives on strategy. This understanding of strategy is of utmost importance as the marketing decisions must be consistent with the company's strategic choices. Often strategic planning is confused with strategy, and this module will highlight the nature of this crucial distinction by reviewing and highlighting the importance of each in Strategic Marketing. This module will focus upon applying relevant concepts and theories to appropriate contemporary developments as well as feature case studies. ***Please note you will need to provide evidence of fulfilling the pre-requisites for this course, equivalent to MKTG227 and departmental approval.***

Assessment – 60% exam, 40% coursework

MKTG322 Marketing of Services (15 Credits/Level 6) Michaelmas

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. ***Please note you will need to provide evidence of fulfilling the pre-requisites for this course, equivalent to MKTG227 and departmental approval.***

Assessment – 60% exam, 40% coursework

MANAGEMENT SCIENCE

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

This module provides an introduction to the use and impact of IT, communication and integrated technology systems on business organisations. It considers the impacts 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 system we move to examining the strategic planning and delivery of 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

MSCI222 Optimisation (15 Credits/Level 6) Michaelmas

This module describes a variety of optimisation algorithms and how business problems can be modelled using these techniques. Optimisation is one of the primary techniques associated with management science/operational research. Linear programming models are used routinely in many industries, including petroleum refining and the food industry. Integer linear programming models are increasingly being used in practice for complex scheduling problems such as those that arise in the airline industry where such models have saved large amounts of money. Skills in formulating and solving applied optimisation problems are valuable for anybody interested in a career in operational research or business modelling and consultancy. This module is designed to enable you to apply optimisation techniques to business problems.

Assessment – 50% exam, 50% coursework

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

This module helps you 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

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

Designed as a complete introduction to the theory and practice of managing business projects, this module introduces 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 implantation 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

MSCI354 Structuring Complex Problems (15 Credits/Level 6) Michaelmas

Issues and problems in the complex world of management do not necessarily arise in a well-structured form. People often do not know what they want or what is possible. They may also disagree about what they are trying to achieve and the means for arriving at their goals. Much thinking needs to be done in order to define an appropriate framework within which a useful analysis or project can be carried out. Various approaches have been developed in recent years to assist in this task, often referred to as problem-structuring methods (PSMs). These very practically oriented methodologies typically involve the management team to help facilitate the structuring of complex situations. They place emphasis on dialogue to think through strategic problems, identify the salient issues, formulate goals and negotiate action plans. This module introduces you to several PSMs and some of the process skills needed to use them.

Assessment – 70% exam, 30% coursework

MSCI381 Business Forecasting (15 Credits/Level 6) Michaelmas

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.

Assessment – 100% coursework

ORGANISATION, WORK & TECHNOLOGY

OWT221 Organisational Behaviour (15 Credits/Level 5) Michaelmas

This module is about major theories in social psychology and related social sciences that have guided the organisation and design of work. The first part of the module will focus upon 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

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

In this module we look at the changing role and position of management and managers in organisations and society. Much of 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. 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

OWT320 Managing People and Change (15 Credits/Level 6) Michaelmas

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.

Assessment – 50% exam, 50% case study

OWT326 Organising in the Digital Age: Power, Technology & Identity (15 Credits/Level 6) Michaelmas

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 – OWT326 aims to explore the (inter)relationship between technology and organisation. The lectures place a strong emphasis on: the examination of accounts/narratives, representations and visions of technology; technologically mediated change in organisations and society (including issues of identity, power and surveillance); the social and ethical implications of technology.

Assessment – 50% exam, 50% coursework

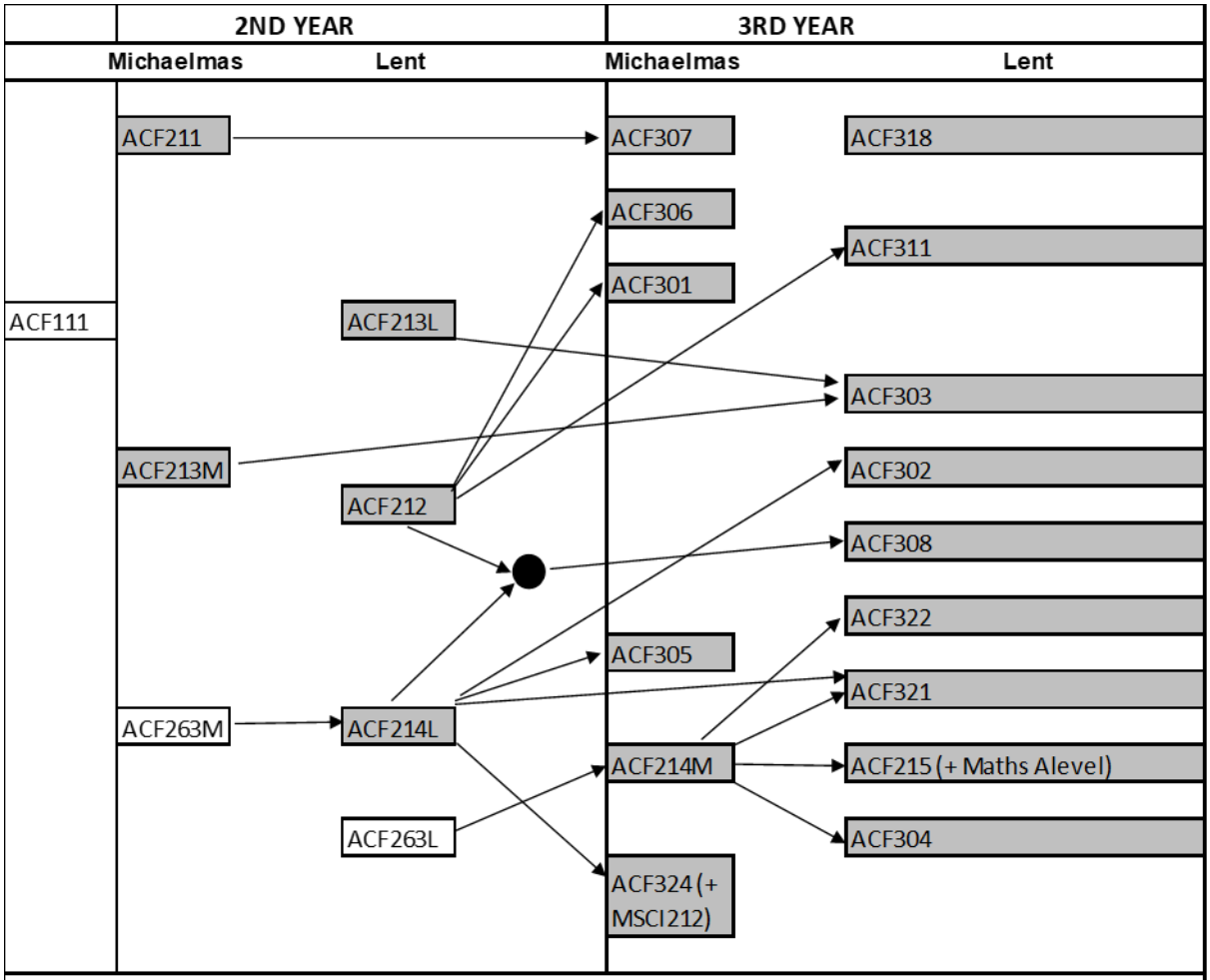
US LINK ONLY - Regional Elective Modules from PPR - Please note these modules must be approved by the IBM Course Co-ordinator and the PPR department prior to part II enrolment

15 Credits	Level 6	Michaelmas
PPR.312	Contemporary Moral Philosophy	
PPR.324	Politics of Global Danger	
PPR.328	Understanding External Interventions in Violent Conflicts	
PPR.330	Britain in the World	
PPR.332	United States Foreign Policy Since 1945	
PPR.333	Contemporary Issues in the Middle East	
PPR.341	Contemporary Issues in Human Rights	
PPR.344	Politics of Cultural Diversity	
PPR.362	Religion & Violence	
PPR.363	Media, Religion & Politics	
PPR.389	Politics Employability & Engagement through Outreach	

For more details search modules here: http://www.lusi.lancaster.ac.uk/CoursesHandbook/
Pre-requisites may apply so please check the module flow charts carefully (pages 28-34)

MODULE FLOW CHARTS

ACCOUNTING AND FINANCE



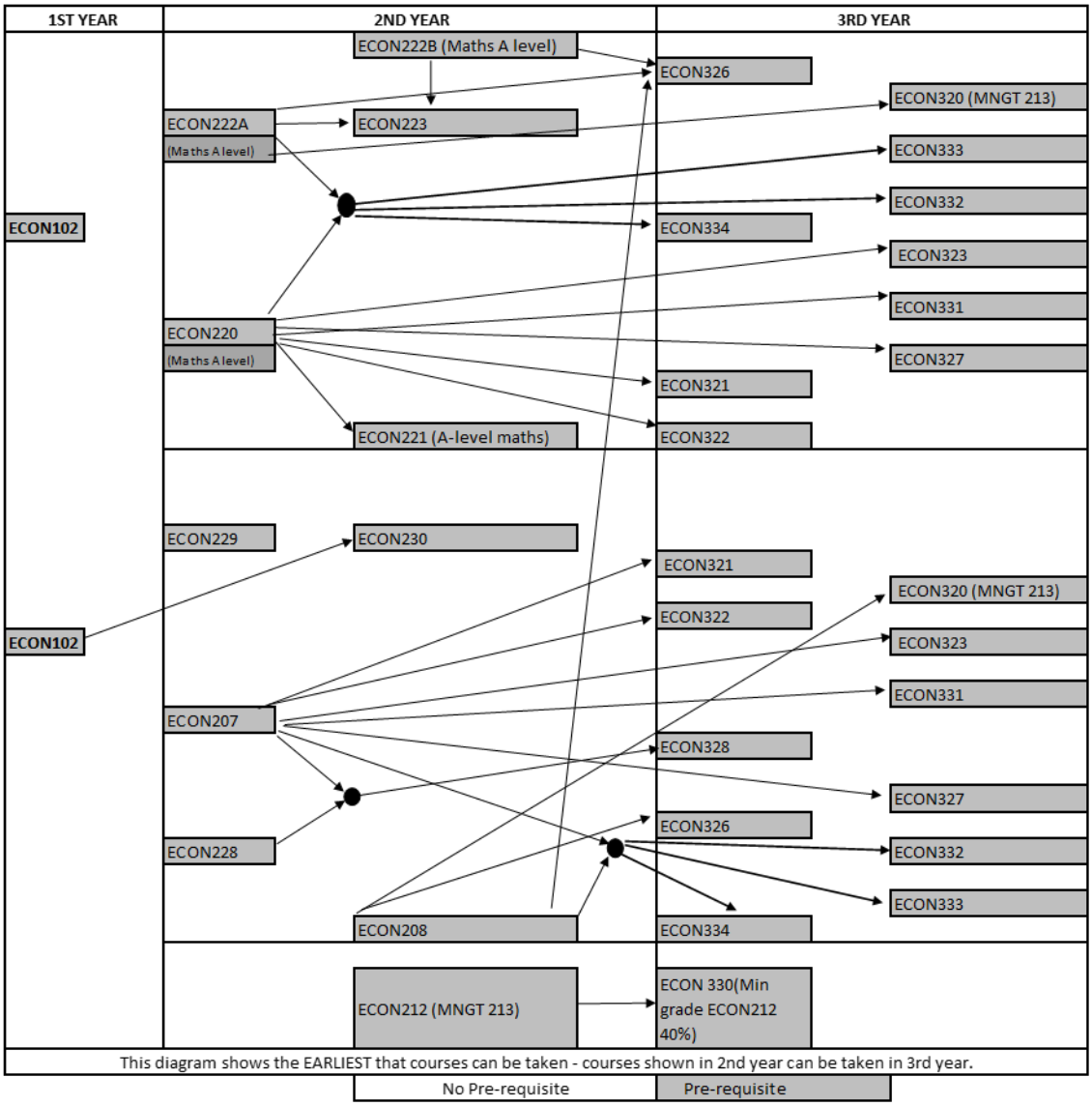
The letter 'M' after a course number indicates that a module will be taught in the Michaelmas term. The letter 'L' indicates an identical module will be taught in the Lent term.

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

No Pre-requisite	Pre-requisite needed

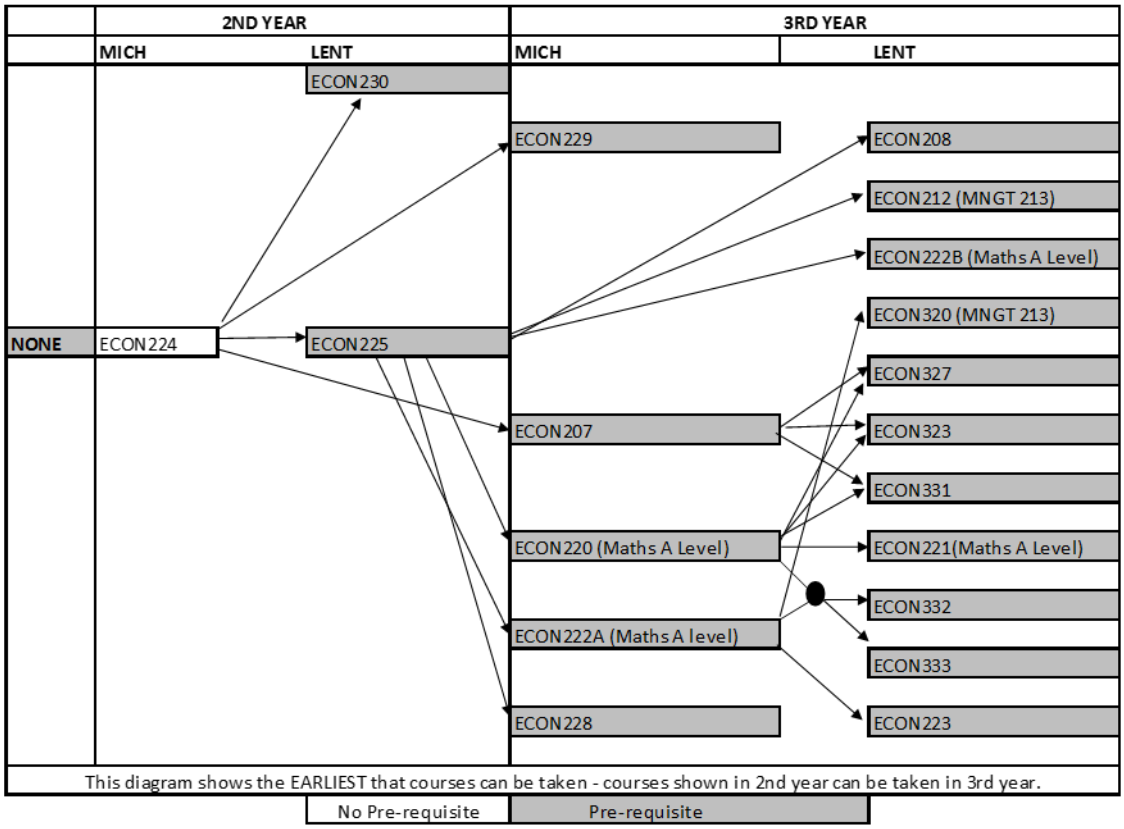
ECONOMICS

ECON PATHWAY STARTING FROM 1ST YEAR



ECONOMICS

ECON PATHWAY STARTING FROM 2ND YEAR

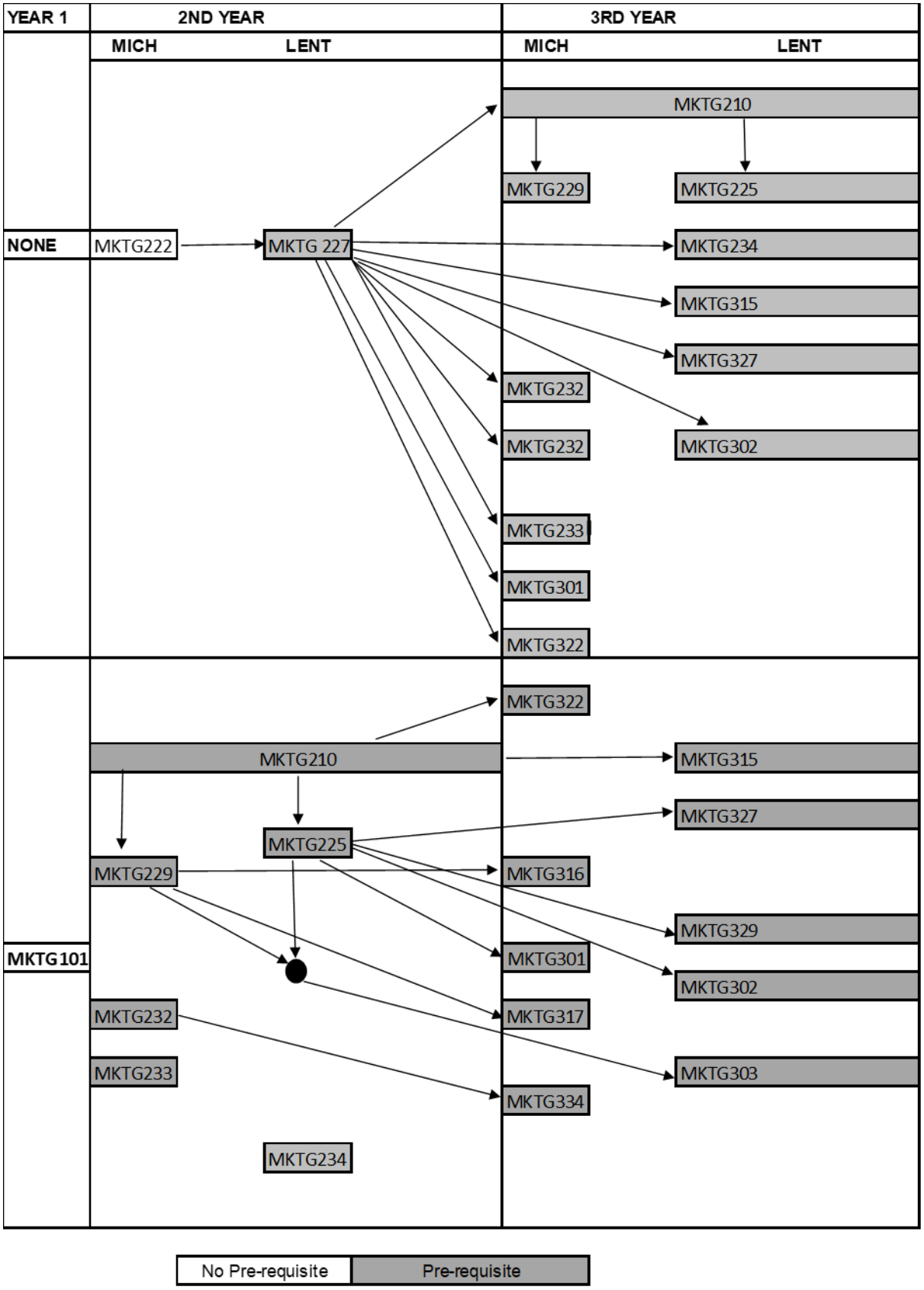


ENTREPRENEURSHIP, STRATEGY AND INNOVATION

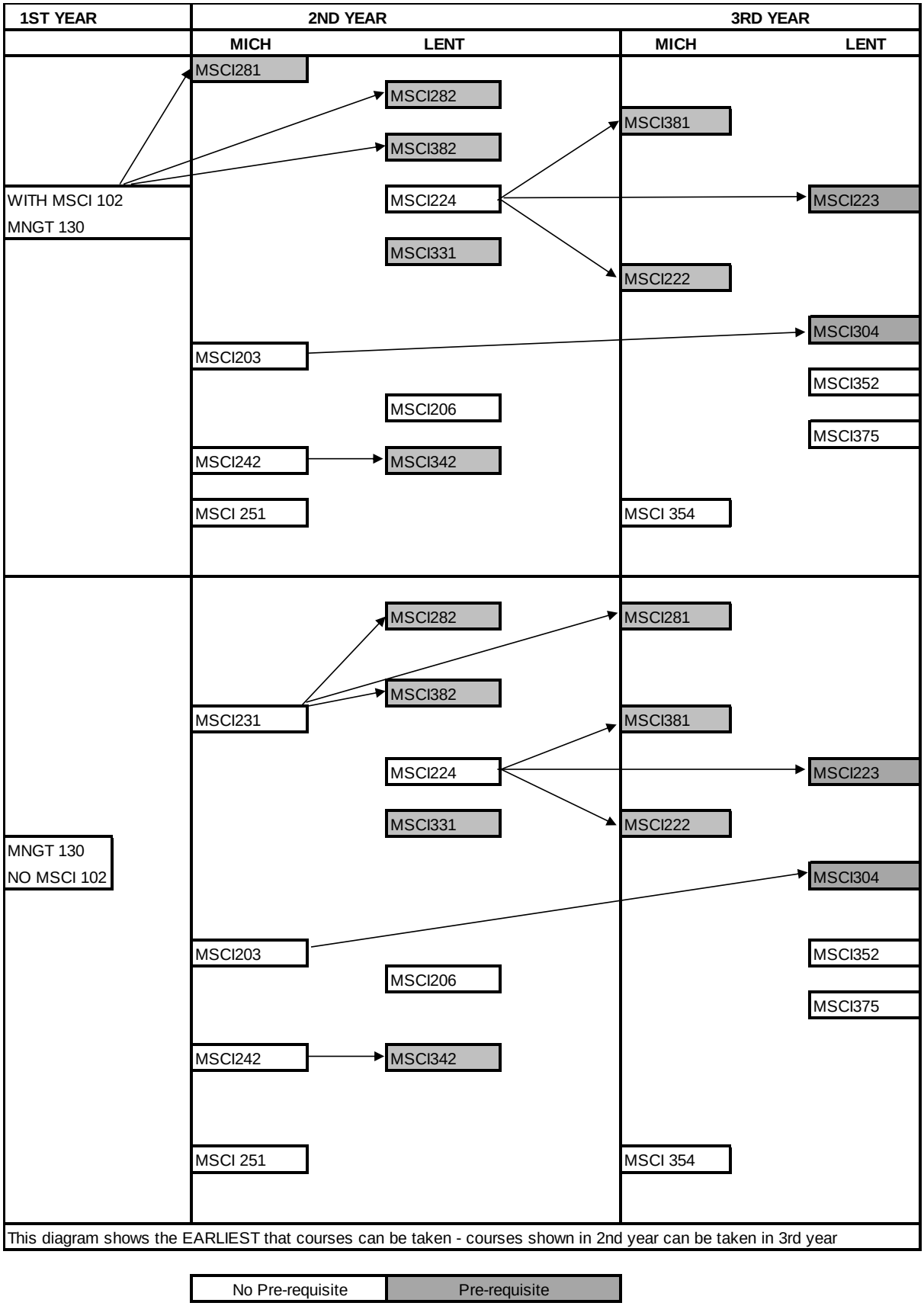
1ST YEAR	2ND YEAR		3RD YEAR	
	MICH	LENT	MICH	LENT
	ENSI207	ENSI210	ENSI322*	
	ENSI212*	ENSI 211	ENSI323*	ENSI302
	ENSI214*		ENSI316*	ENSI311
	ENSI215*		ENSI317*	ENSI321
	ENSI216*			

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

MARKETING


YEAR 1
2ND YEAR
3RD YEAR
MICH
LENT
MICH
LENT
MKTG210
MKTG229
MKTG225
NONE
MKTG222
MKTG 227
MKTG234
MKTG315
MKTG327
MKTG232
MKTG232
MKTG302
MKTG233
MKTG301
MKTG322
MKTG322
MKTG210
MKTG315
MKTG327
MKTG225
MKTG229
MKTG316
MKTG329
MKTG101
MKTG301
MKTG302
MKTG232
MKTG317
MKTG233
MKTG303
MKTG334
MKTG234
No Pre-requisite
Pre-requisite

MANAGEMENT SCIENCE



ORGANISATION, WORK AND TECHNOLOGY

1ST YEAR	2ND YEAR All courses have pre-requisite of OWT 101 or MNGT120		3RD YEAR All courses have pre-requisite of any OWT level 5 course	
LENT	MICHAELMAS	LENT	MICHAELMAS	LENT
OWT 101	OWT 221	OWT 222	OWT 320	OWT314
	OWT 223	OWT 224	OWT 322	OWT 321
		OWT 226		OWT 323
	OWT 233	OWT 234	OWT326	
	OWT228	OWT 235		
	OWT 230	OWT 229		
	This diagram shows the EARLIEST that courses can be taken - courses shown in 2nd year can also be taken in 3rd year			

LEARNING SUPPORT IN LUMS

Resources to support your undergraduate studies

The LUMS Learning Development Team

The Learning Development team is based in B103 in LUMS (near LT10) and in B38a (near the Economics offices). Our aim is to help all LUMS students develop as effective and independent learners.

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 workshops

Many programmes offer special sessions to help you develop the academic skills you need for your course and specific modules – check your course outlines/Moodle sites.

Rebecca runs open-access workshops called ***Effective Learning for Undergraduates*** on topics such as essay writing, referencing, being critical, planning exam revision etc.

English Language Development Sessions for International Students

The Effective Learning team runs a number of courses and one-off sessions to help you develop confidence in speaking, listening and writing in ***English for academic and professional purposes***.

Part I Transition Guide Scheme

If you are a first year international student who has not done a UK foundation course, you have been assigned a place on the ***Part I Transition Guide Scheme.*** A 2nd or 3rd year student guide will work with you to help you develop effective study practices. This is a requirement of your programme and you should have been notified of this already - if not, please contact Rebecca without delay on learningdevelopmentlums@lancaster.ac.uk

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.

One-to-one tutorials

Rebecca also offers ***one-to-one tutorials*** for students who are referred by their programme, tutor, college advisor, LUSU or Student Based Services. If you have been referred to Rebecca, please contact learningdevelopmentlums@lancaster.ac.uk to arrange an appointment.

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.

Study guides – books

The library has an excellent selection of ***study skills and research guides*** for LUMS students: http://lancaster.libguides.com/content.php?pid=123637&sid=1307342 (click on the **Study and research skills** tab) and we also have a collection in B38a for students to consult.

The books below are useful guides, especially for writing assignments: titles marked *e are available as e-books from Lancaster University library.

- Gillet, A., Hammond. A. & Martala, M. (2009). *Successful Academic Writing*. Harlow: Pearson Education *e
- Cottrell, S. (2013). *The Study Skills handbook.* (2nd Ed). Basingstoke: Palgrave
- Cameron, S. (2009). *The Business Student's Handbook: Learning Skills for Study and Employment.* London: Financial Times/Pearson Education *e
- Crème, P. & Lea, M.R. (2008). *Writing at University.* Maidenhead: Open University Books/McGraw-Hill Education *e
- Fairbairn, G.J. & Winch, C. (2011). *Reading, Writing and Reasoning: A Guide for Students.* Buckingham: Open University Press *e
- McMillan, K. & Weyers, J. (2006). *The Smarter Student.* Harlow: Pearson Education *e

Language reference books for international students (Most are available in the library)

- Oxford Advanced Learner's Dictionary Oxford: Oxford University Press.
- New Collins Cobuild Advanced Learner's English Dictionary
- Collins Dictionary of Business
- Collins Cobuild English Grammar
- Hewings, M. (2005) *Advanced Grammar in Use*. (2nd edition) Cambridge: Cambridge University Press.

Useful websites on study, academic practices and writing

Bradford University Management School Effective Learning Service has helpful resources designed for students on business and management courses:
http://www.bradford.ac.uk/academic-skills/resources/study/
Their booklet on referencing is excellent:
http://new.learnhigher.ac.uk/blog/wp-content/uploads/refandbib.pdf

See also:

http://www.uefap.co.uk: all aspects of English for academic purposes
http://www.phrasebank.manchester.ac.uk: usefully arranged academic expressions
http://owl.english.purdue.edu: all aspects of language and academic writing (but US English)

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.

You can consult the librarians for advice about using the library and effective searching for material:

9am – 5pm in room B105 in the library
No need to book – just drop in
Or contact them on: academicliaison@lancaster.ac.uk

THE LUMS MATHS & STATS HELP 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. To find out more, go to our Moodle site or our Facebook page:
https://modules.lancaster.ac.uk/course/view.php?id=281
https://www.facebook.com/LUMSMASH

You can find full details of all these resources and support sessions on the LUMS Learning Development Moodle page:

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

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/

FINAL DEGREE CLASSIFICATION

Your final degree classification will be based on your module scores for all Part II modules. The overall mean for the programme will be computed from the module aggregation scores in proportion with the approved credit weightings for each module. This will be expressed to one decimal place. There are four classes of honours: first, upper second, lower second and third.
Where the mean overall aggregation score falls within one of the following ranges, the examining bodies will recommend the award stated:

17.5 to 24.0	first class honours
14.5 to 17.0	upper second class honours
11.5 to 14.0	lower second class honours
9.0 to 11.0	third class honours
0.0 to 8.0	fail

Where the mean overall aggregation score falls within one of the 'borderline' ranges defined below the examining bodies will apply the following rubric for deciding the degree class to be recommended: Where a student falls into a borderline then the higher award should be given where either half or more of the credits from Part II are in the higher class or the final year average is in the higher class. Borderline students not meeting this criteria would normally be awarded the lower class of degree.

17.1 to 17.4	either first or upper second class honour
14.1 to 14.4	either upper or lower second class honours
11.1 to 11.4	either lower second or third class honours
8.1 to 8.9	either pass degree or fail

A student who fails a module with a score below 7.0 will be required to undertake a reassessment for that module in order to be considered for the award of a degree. In addition, if more credits are failed than can be condoned or the overall average aggregation score is below 9.0, a student must resit either all failed modules or sufficient failed modules to ensure that condonation may be a possibility.

Where a student has undertaken a reassessment for a module and the module aggregation score after reassessment is an improvement on the original score, the reassessment score will count subject to a cap of 9.0 aggregation points; otherwise the original aggregation score will stand.
The resulting aggregation score will count towards the overall aggregation average used for degree classification.

The normal expectation is that final-year students will resit all failed modules, even where this is not compulsory. However, if a student applies within five working days of results being made available, condonation will be applied immediately where consistent with the regulations without the need for resubmission.

GRADING TABLE

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

Having read through all of the enclosed information (a lot but all very important), we hope that you thoroughly enjoy the International Business Management BBA. If you have any questions or problems please do not hesitate to speak to Alison or Casey.