



# BA (Hons) Business Management - i2i Soccer Academy: Year 1 Modules

## AF4038 Financial Decision Making (Core, 20 Credits)

### What will I learn on this module?

You will learn how financial information can be used to assist managers and external user groups in their decision-making processes. You will initially look at the informational needs of outside user groups, the nature of the information they are provided with, and how this information can be analysed and interpreted in order to enhance the effectiveness of their decision making.

Topic areas will include:

- \* The reporting frameworks and ethical principles that underpin financial reporting
- \* The nature of international financial reporting standards
- \* Format and content of the statement of profit or loss and statement of financial position
- \* The statement of cash flows
- \* Analysis and interpretation of financial statements using ratio analysis

You will then examine how financial information can facilitate managers in making operational decisions in relation to planning and control.

Topic areas will include:

- \* Costing (full and variable costing)
- \* Cost, volume, profit analysis
- \* Relevant costs for decision making
- \* Budgeting and variance analysis
- \* Balance scorecards
- \* Working capital management

Finally, you will explore the motivations for entrepreneurial activity and techniques that can be used to appraise investment decisions.

Topic areas will include:

- \* Investment appraisal techniques (payback, accounting rate of return, net present value and internal rate of return)
- \* Practical aspects of investment appraisal (inflation and capital rationing)
- \* Risk and uncertainty

### How will I learn on this module?

You will learn by means of lectures (24 hours) and seminars (12 hours), supported by tutor-directed study (82 hours) and independent learning (82 hours). The lectures will use gapped handouts. These will introduce you to different types of financial information and will demonstrate, through use of worked examples, how this information can be used to make decisions. You will then be required to apply these methods by undertaking exercises in advance of your seminar. Your tutor will work through these with you in the seminar session. This will provide you with a means of formative assessment and feedback, by enabling you to determine your level of knowledge and understanding of a topic and ability to apply the techniques you have learnt. The solutions to the seminar activities will then be placed onto the modules eLearning Portal (eLP) site for future reference. You will also be provided with supplementary questions in relation to each topic area which will help you to consolidate your level of knowledge and understanding. Solutions to these exercises will be made available through the modules eLP site.

You will be required to complete a test after each of the three decision making areas has been covered in lectures. These will be located on the eLP. The tests will contribute to your summative mark for the module, this will also function as an additional vehicle for formative assessment and feedback.

### How will I be supported academically on this module?

You will be supported by a teaching and learning plan (TLP) that outlines the pattern and content of formal sessions, tutor-directed study and independent study. Support in relation to the day to day operation of the module will be provided by the module tutor in the first instance. You will also receive feedback from tutors in seminars, facilitated by the formative assessment activities, during which you will have an opportunity to ask any questions you may have in respect of the subject matter. The e-learning portal will house the gapped lecture notes and all seminar and directed study exercises and solutions, and an electronic reading list will provide you with information in respect of the supporting texts. Your lectures will be recorded and uploaded to the e-learning portal which you will be able to access to consolidate your knowledge and develop understanding.

### What will I be expected to read on this module?

All modules at Northumbria include a range of reading materials that students are expected to engage with. The reading list for this module can be found at: <http://readinglists.northumbria.ac.uk>  
(Reading List service online guide for academic staff this containing contact details for the Reading List team  
<http://library.northumbria.ac.uk/readinglists>)

### What will I be expected to achieve?

Knowledge & Understanding (KU):

- \* You will demonstrate knowledge and understanding of the use of financial information in business and management. (MLO1)
- \* You will demonstrate knowledge and understanding of the use of financial information in the process of making justifiable operational, entrepreneurial and performance evaluation decisions. (MLO2)

### How will I be assessed?

Formative assessment:

You will be required to undertake exercises in advance of your seminars and will receive class-based feedback from your tutors in respect of these on an on-going basis. You should be aware that formative feedback can, and will, occur in any communication with the academic tutor.

Summative assessment:

You will be required to sit three tests via the eLP during the semester one for each of the three main topic areas (15%) (MLO1).

This will comprise one element:

1 1/2 hour closed book examination at the end of the module, consisting of multiple choice questions (85%). (MLO1 and MLO2).

### Pre-requisite(s)

None

### Co-requisite(s)

None

### Module abstract

This Financial Decision Making module will provide you with the knowledge and numerical and problem-solving skills that will greatly enhance your employability in any business environment. By analysing and interpreting their financial statements, you'll be able to assess the performance of businesses in terms of their profitability, solvency, financial structure and working capital management. You'll also be able to make decisions around planning and control for a business as a whole, and evaluate individual projects by using investment appraisal techniques that take into account risk and uncertainty.

### ^Programme Framework for Northumbria Awards Research Rich Learning Design Pillars^

This module is research-led. It is centred around developing practical skills, underpinned by theoretical concepts, for using financial information to make decisions. It will embed previously researched techniques and principles in respect of finance and accounting into the syllabus content, for example with regard to performance evaluation (Barnes, 1987; Charitou, Neophytou & Charalambous, 2004); break even analysis (Comans, Martin-Khan, Gray, 2013; McBryde-Foster, 2005) and investment appraisal (Akalu, 2003; Haka, 2006; Pogue, 2004; Velnampy, 2005). Staff will also be engaged in academic research/professional practice in respect of the finance/accounting discipline which they will be able to draw on in their teaching of the module.

## BM9403 Business Analysis for Decision Making (Core, 20 Credits)

### What will I learn on this module?

In this module, you will develop the knowledge and skills in applying a variety of quantitative data analysis techniques to support business decision making. You will be introduced to business modelling using appropriate analytical tools, and your learning will cover a range of techniques to help business forecasting and data presentation.

In this module you will be exposed to a range of data analysis tools and skills, including:

- \* Business Analysis and Modelling: management of complex and varied data sets; building spreadsheet models.
- \* Data Trends and Associations e.g. identifying relationships between business variables.
- \* Business Forecasting and Predictive Modelling analysing factors and trends for business planning.
- \* Business and Dashboard reporting consolidation, interpretation and presentation of data for professional output.
- \* Data distribution, data presentation and using summary statistics handling a range of data for statistical analysis.
- \* Gaining an understanding of the overlap between business and research data and the selection of appropriate tools for management of both types of data.

Working with these analysis tools, you will learn to develop confidence in dealing with a wide range of data sets. You will become familiar with the role of modelling as an aid to problem solving and will build skills which enable you to interpret data and present your findings to a range of audiences. Very importantly, you will gain a good understanding of the crucial role that analysis of data and interpretation of results plays in the decision-making arena.

### **How will I learn on this module?**

The one-hour weekly lectures will provide you with a theoretical underpinning for your learning, supported by two-hour weekly IT workshops which will give you an opportunity to practice the various analytical techniques, allowing you to build up a proficiency in the use of Excel spreadsheets and the necessary skills of interpretation and communication of findings. These workshops will be tailored to your programme of study through the practical examples set being linked to your subject discipline. You will be able to follow up on these lectures and IT workshops through a one-hour weekly webinar with the members of the teaching team and fellow students to reinforce both the practical and theoretical learning.

There will be several additional exercises located on the module's e-learning portal that will permit you to undertake further practice independently. The module has a supporting reading list that provides you with an opportunity to see how the various decision making and analytical techniques are applied to further managerial and research-based problems, as well as reference to a core text that will support your learning with further reading and practical examples.

Your directed study will support the work you have undertaken in the contact sessions. You will be expected to keep up-to-date with your IT workshop exercises. In addition, you will be set a selection of exercises to complete. To aid with self-assessment on progress, solutions to these exercises will be made available to you on the e-learning portal.

Independent learning time is set aside for learning activities, self-identified by you, to gain a deeper and broader knowledge of the subject. You may complete the review exercises, work with the electronic support tools (such as recordings of IT applications), attempt to complete past examination papers or undertake further reading.

### **How will I be supported academically on this module?**

Support will be provided to you by a member of academic staff leading the module and providing the lecture input. A team of academic staff are allocated IT workshop groups of about 20 students, which provides closer, more personal academic support. These IT workshop groups are typically based on study programme cohorts, so you will be taught here alongside fellow members from your specific programme. The final aspect of the direct contact support is a 1-hour weekly webinar, where students can link with the module tutor and other members of the teaching team to engage in question and answer sessions on the module materials and assessment brief.

Your module is supported by an e-learning portal, which hosts lecture materials, IT workshops exercises and data files, alongside assessment details and various support facilities such as recordings of certain lectures and IT applications, alongside other electronic support facilities such as the module reading list.

You will have a wide-ranging electronic reading list that comprises of various textbooks whose contexts will reinforce the lecture and IT workshop inputs, alongside academic reports, conference papers and journal articles that showcase the application of various quantitative techniques presented in the module.

The module assessment consists of several inter-related tasks which will be distributed throughout your teaching semester. This will encourage your active participation in the learning process throughout the semester. The e-learning portal will permanently host these tasks after release to ensure that you can always access the information required. Your work on these tasks will be the pre-work for a 2-hour unrestricted (open notes) examination at the end of the module.

### **What will I be expected to read on this module?**

All modules at Northumbria include a range of reading materials that students are expected to engage with. The reading list for this module can be found at: <http://readinglists.northumbria.ac.uk>

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### **What will I be expected to achieve?**

Knowledge & Understanding:

\* Understand a variety of introductory statistical techniques and their application to the analysis and interpretation of business data for a variety of organisational applications. [MLO1]

\* Understand and demonstrate the role of modelling as an aid to decision making; through the selection of models and techniques to assist in the solution of business problems. [MLO2]

\* Develop an understanding of how data analysis can inform business decision making [MLO3]

### **How will I be assessed?**

Formative assessment will be provided on an ongoing basis throughout the module, where feedback will be provided during the practical IT workshop classes relating to the activities being undertaken, with further support being provided by the posting of outline solutions to these exercises on the e-learning portal. Further formative feedback will be supported through posted recordings, particularly in the support of IT applications. The weekly webinar sessions are a further channel for formative feedback on both the theoretical and practical aspects of the module and on the tasks that underpin the summative assessment.

The summative module assessment consists of several inter-related tasks which will be distributed throughout your teaching semester. This will encourage your active participation in the learning process throughout the semester, thereby providing ongoing feedback on your understanding of the module content. The eLearning portal will be used to permanently host these tasks after release to ensure that you can always access the information required.

Your work on these tasks will provide you with further chance to practice the various areas of data analysis and modelling, as well as forming the pre-work for a 2-hour examination at the end of the module.

This examination forms the summative assessment and represents 100% of the module mark. It will be based on a set of short answer questions covering all the pre-work tasks completed and will be in an unrestricted (open notes) format.

This will assess MLO1, MLO2 and MLO3.

#### **Pre-requisite(s)**

None

#### **Co-requisite(s)**

None

#### **Module abstract**

The module will equip you to deal with analytical content in future study and employment either in your work placement or graduate role with an appropriate level of understanding and proficiency of some commonly used analytical business applications. You'll gain a theoretical understanding of various business modelling and data-handling applications supported through practical, tutor-led workshops, including quantitative data analysis techniques to support business decision making. The skills and tools identified for use in the module are based on research and collaboration with a variety of businesses, making the data-handling and interpretative skills learned on this module directly transferable to further study and working life. You'll also be expected to read widely on the subject to aid your practical understanding and you'll be expected to work on a series of real-world tasks over the course of the semester in preparation for the final assessment.

#### **^Programme Framework for Northumbria Awards Research Rich Learning Design Pillars^**

The research built into this module is predominantly research led, where you will learn about research through wider subject reading related to the managerial and research applications of the various analytical and decision making techniques presented within the module.

There is a reading list covering each of the topics presented in the module. This reading list will comprise textbooks and research publications.

The textbooks will provide further reading about the tools and techniques presented in the modules lectures and IT workshops and how the associated analysis can be executed using accessible business software such as Excel, with business applications central to this additional reading. In learning about these applications and their analysis, interpretation and business relevance, you will experience research-oriented learning.

The journal articles and reports that comprise the research publications in the reading list cover various managerial and research applications, thereby showcasing to you the wide level of application and relevance of the subject to the broad business and management discipline. This additional reading, based on research, will help you develop an understanding into how research is conducted and how the content of this module supports this work and the associated researchers in terms of tools and techniques for data analysis and modelling. Your additional reading further supports your knowledge generation across the subject discipline and provides you with experience of research-led learning.

## **HR9409 Preparing for Professional Practice (Core, 20 Credits)**

#### **What will I learn on this module?**

Your programme aims to ensure that you are learners for business, not just of business, upon graduation. This module starts you on this journey by supporting your professional development. It aims to increase your awareness of and sensitivity to personal and employability/entrepreneurship/enterprise skills. It does this by focusing on programme-specific graduate career opportunities that require you to work on projects similar to those that graduates within your field will undertake once in employment. You are taking an experiential, team-focussed, project/problem-based approach. The module will support you in identifying and developing the essential skills, behaviours, and understanding required to sustainably and responsibly manage organisations and their people. These might include generic areas such as leadership, project management, management, resilience, empathy and professional judgment, and discipline-specific capabilities.

You will use this understanding to evaluate, practise, develop and re-evaluate your capabilities in these skills, behaviours and acumen areas, enabling you to build your own graduate identity. This approach underpins your successful future employability, entrepreneurship or enterprise activity. In addition, the activities provide you with authentic insights into the importance and challenges of team-working within organisations as you work to address real organisations issues.

Learner/team-led, tutor-guided sessions aim to support you in enhancing your employability and upon building your graduate identity. During the practical development of the key attributes and behaviours central to your future success within your chosen profession within a project-based environment, you will receive support from the programme team. In addition, by documenting and reflecting upon your progress towards achieving your own team defined KPIs, you will enhance your skills, behaviours, capabilities, and understanding. In short, at the end of this module, you will:

\* Have an understanding and increased awareness of, and sensitivity to, those personal skills and attributes which are central to your future employability in your chosen profession or future entrepreneurial or enterprise activity

\* Be better prepared to understand the skills and qualities required by graduates in your field to secure future employment or engage in enterprise activity

Have practical experience of working on a real-life business project appropriate to your programme area, improving your project management, research, employability and collaboration skills

### **How will I learn on this module?**

Your learning journey in this module will consist of a combination of tutor-led, learner-led and team-led session activities.

Tutor-led research-informed seminar sessions will help you develop an understanding and increased awareness of your skills and employability and provide practical support to help you record and document these attributes to support future career progression.

Sessions are student-led, an experiential approach facilitated by the programme team to support the development of your career plan focusing on your future graduate identity.

A team-led, facilitated approach provides the authentic experience of working as part of a team on an appropriate graduate-level project within your field. You will be jointly responsible for identifying your teams learning needs to provide appropriate recommendations for a real business organisation. The module framework/structure to help you work through the issues, and your facilitator will support you with advice and constructive criticism.

### **How will I be supported academically on this module?**

Support will be provided to you by a member of academic staff who will facilitate your learning and support you through the led sessions whilst disseminating appropriate activities you should be engaging in during your independent study time. They are also available upon request to help you outside of formal session time by responding to questions or concerns you might have either via email or individually pre-arranged appointments or drop-in sessions.

Sessions include tutor-led, tutor-guided and learner-led activities in groups of around 20 working in smaller teams. This approach provides closer, more personal academic support. All workshops and seminar sessions will consist of learners who are also studying on your programme.

Academic support is available through the provision of a range of University learning support services. In addition, a wide range of online support materials is also available through the virtual learning environment. These materials include recordings, webcasts, pre-recorded sessions on specialist software and critical academic skills, also an electronic reading list including RSS feeds that showcase the application of various practices presented in the module.

To support you in your academic progress, you will receive both formative and summative feedback/feed-forward on your work through the course of each academic year. Regular formative feedback on class activities provides you with the necessary guidance to scaffold your knowledge and understanding of critical issues to succeed in the final summative assessment. Summative feedback/feed-forward will be provided on your work after it has been assessed and graded. You should use all feedback you receive to identify areas of strength and areas for future study and improvement.

### **What will I be expected to read on this module?**

All modules at Northumbria include a range of reading materials that students are expected to engage with. The reading list for this module can be found at: <http://readinglists.northumbria.ac.uk>

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### **What will I be expected to achieve?**

Knowledge & Understanding:

\* To apply your knowledge and understanding of contemporary business to solve a problem related to professional practice using higher-order capabilities [MLO1]

\* To appraise knowledge of business and management to complex real-world problems in professional practice in order to identify contextually-justifiable, sustainable and responsible solutions [MLO2]

Intellectual / Professional skills & abilities:

\* To become a self-directed learner with the ability to develop skills in framing your own enquiry questions, impacting on individual engagement and confidence. These will include critical evaluation, synthesis, ethical judgment and communication as well as technical skills in information searching and the use of technology. [MLO3]

\* To work collaboratively on a team project. [MLO4]

Personal Values Attributes (Global / Cultural awareness, Ethics, Curiosity) (PVA):

\* To self-reflect and critique your personal skills and attitudes as a means of informing personal development planning and improve your employability and discern your graduate identity. [MLO5]

### How will I be assessed?

#### Formative assessment:

Throughout the module you should actively participate in scheduled and self-directed activities and should engage in discussions, team work and feedback exercises to challenge your own thinking and that of your peers.

Face-to-face sessions will provide you with the opportunity to self-assess your knowledge and understanding through applying the different aspects/topics examined. You will work through small groups activities which will enable you to secure on-going feedback from your peers.

#### Summative Assessment:

1. Employability Development Portfolio developed through engagement with weekly activities in seminars and reflective statements. (40%) [MLO 3, 5]
2. Team Report/Presentation Work submitted by the team detailing research conducted and findings and recommendations (40%) [MLO 1, 2, 4]
3. 360 Self, Tutor and Peer Assessment from team project (20%) [MLO 4]

### Pre-requisite(s)

None

### Co-requisite(s)

None

### Module abstract

Preparing for Professional Practice supports you in applying the knowledge and understanding you've developed through the module People, Management and Organisations to your professional development. Taking an experiential team-focused, project/problem-based approach, the module equips you to identify and develop the key skills, behaviours and understanding that underpin sustainably and responsibly managed organisations and their people within your chosen field. These might include generic areas such as leadership, project management, resilience, empathy and professional judgment, and discipline-specific topics.

You will use this understanding to evaluate, practise, develop and re-evaluate your capabilities in these identified areas. Thus, enabling you to build your brand to support your successful future employability and enterprise activity. In addition, the activities provide you with authentic insights into the importance and challenges of team-working within organisations as you work to address their real-world challenges.

### ^Programme Framework for Northumbria Awards Research Rich Learning Design Pillars^

This module is research-led and research/enquiry based.

Our academic programme teaching teams comprise experienced management practitioners and researchers. To maintain their professional esteem, they are actively engaged in consultancy, enterprise, organisational consultancy or research activities. The activities of those involved on the module team directly informs the content of the module.

The emphasis throughout this module is based on student-centred enquiry with learners conducting research into issues highlighted within their programme; hence learning will take place through an emergent process of student exploration and discovery.

The projects within the module emphasise learners becoming empowered to conduct research, integrate theory and practice and apply their knowledge and skills to set problems. The module is partly based on enquiry and research activities which will culminate in the active conduction of research thus establishing students as active participants in authentic learning (research/enquiry based).

## HR9412 Business, Economy and Society (Core, 20 Credits)

### What will I learn on this module?

Governments and society are increasingly expecting business organisations to step up and assist in building cohesive societies through the application of more sustainable forms of capitalism. This module introduces you to the global economic, societal, technological and environmental challenges of the 21st century, and identifies how, through greater alignment of business interest with that of society and the economy, business can be a force for good as well as best prepared to Take on Tomorrow. You will focus on how contemporary businesses, broadly defined to include public, voluntary, not-for-profit and social enterprise, interact the economy and society through examination of topical news stories and events. In doing so, you will develop a deep understanding of the relationships between business, the economy and society and the global challenges we all face. You will explore a range of cultural, governmental and ethical issues that arise from current and developing global and national contexts through the lens of the Sustainable Development Goals (SDGs). Key issues include business ethics, the role of business in society, green issues, stakeholder theory, capitalist variants, the nature of globalisation at firm, economic and societal level and the interrelationship between business and government. By the end of the module you will be able to evidence critical thinking and analysis skills while bringing your own experiences as a citizen into your discussion and inquiry.

## How will I learn on this module?

Lectures, seminars and online webinars will introduce and evaluate contemporary social, environmental and economic issues that affect business organisations. Students will critically examine how a range of organisations respond to these challenges using real world data. Students will work in asynchronous groups utilising online technologies to work together replicating modern business practice.

## How will I be supported academically on this module?

The learner-led, tutor-guided activities are organised in groups of around 20-30 learners working in smaller teams. This approach provides a closer, more personal academic support.

Academics will support you through the led sessions and in planning the types of activities you should be engaging in during your independent study time. They are also available upon request to support you outside of formal session time by responding to questions or concerns that you might have either via email or via individually pre-arranged appointments and/or drop-in sessions.

Academic support is also provided through the provision of a range of University learning support services. A wide range of online support materials is also available through the virtual learning environment. These materials include recordings, webcasts, pre-recorded sessions, key academic skills, also an electronic reading list including RSS feeds that showcase the application of various practices presented in the module.

To support you in your academic progress, you will receive both formative and summative feedback on your work through the course of each academic year. Regular formative feedback on class activities provides you with the necessary guidance to scaffold your knowledge and understanding of the key concept and principles of the subject to enable your success in the final summative assessment. Summative feedback/feed-forward will be provided on your work after it has been assessed and graded. You should use all feedback that you receive to identify areas of strength and areas for future study and improvement

## What will I be expected to read on this module?

All modules at Northumbria include a range of reading materials that students are expected to engage with. The reading list for this module can be found at: <http://readinglists.northumbria.ac.uk>

(Reading List service online guide for academic staff this containing contact details for the Reading List team  
<http://library.northumbria.ac.uk/readinglists>)

## What will I be expected to achieve?

Knowledge & Understanding:

\* Develop Knowledge and understanding of a broad range of global social, environmental and economic issues which affect business organisations [MLO1]

\* Gain a deeper understanding of the Sustainable Development Goals [ML02]

Intellectual / Professional skills & abilities:

\* Develop research and analytical skills through primary research of organisational documentation [MLO3]

\* Develop inter-personal, team-working and culturally aware skills within a diverse team in a face to face and/or online environment [MLO4]

Personal Values Attributes (Global / Cultural awareness, Ethics, Curiosity) (PVA):

## How will I be assessed?

The module is summatively assessed by a short (10 mins) group presentation submitted as a recorded audio-visual artefact, and an individually produced, 3000-word critical report on the performance of a chosen organisation against social, environmental, ethical and economic criteria.

Presentation = 20% Marks [MLO1] [MLO2] [ML04]

Report = 70% Marks [MLO1] [MLO2] [ML03]

Peer assessment = 10% Marks [MLO4]

Feedback strategy

Feedback on your summative performance on this module will be provided in the form of written or oral feedback on both the group work artefact the submitted assignment. A peer assessment strategy will determine your performance working as part of a group.

Formative feedback will be provided throughout the module, particularly in relating to webinar and seminar tasks. Students should, however, be aware that formative feedback can, and will, occur in any communication with an academic tutor.

## Pre-requisite(s)

None

## Co-requisite(s)

None

## Module abstract

This module explores how business interacts with society and the economy, as well as the driving forces that are changing these relationships. It will equip you with the knowledge and skills to help you understand the broad context in which business managers and leaders operate and prepare you for future study, employment or even to become an entrepreneur. You'll gain a theoretical and practical understanding of a broad range of global business issues through informative lectures and practical tutor-led workshops. Your tutors will introduce their own research and create a research-rich learning experience. You'll be assessed on your understanding of the subject and ability to critically analyse and reflect on some of the most pressing issues in business and society. Wherever possible, this will simulate real-world scenarios and you'll work on a series of tasks during the semester to prepare for the final assessment.

## ^Programme Framework for Northumbria Awards Research Rich Learning Design Pillars^

This module is research-led and research-tutored. Our academic programme teaching teams comprise experienced management practitioners and researchers. To maintain their professional esteem, they are actively engaged in consultancy, enterprise, organisational consultancy or research activities. The activities of those involved on the module team directly inform the content of the module. You will also develop your understanding of relevant contemporary research studies through your engagement with the wider subject reading and through your own self-identified routes such as the professional press and professional websites and social media feeds. Within some of the tutor-led and learner-led sessions you will work with recent research outputs, having the opportunity, with support and guidance from your peers and your tutor, to discuss and critically evaluate this research and to draw practice-based recommendations.

## HR9413 People, Management and Organisations (Core, 20 Credits)

### What will I learn on this module?

This module examines the foundations of organisations, their management and their people through which you will develop understanding of how people and work are organised; principles that underpin all business programmes. Organisational behaviours are interdependent, and this requires us to look at ongoing relationships of both co-operation and conflict between organisational functions, whether finance, marketing, HR, as well as the broader context and external environment.

Employers seek out graduates that have the knowledge and skills to transform organisation in the face of continuous, rapid economic, environmental and social change. Therefore, this module will develop your understanding of how organisational sustainability and team performance might be enhanced through your heightened awareness of peoples workplace behaviour, actions and attitudes.

We will examine aspects at the organisation and work level (macro-level) such as:

- \* Changing nature of work, of employment and of organisations
- \* Ethics, power and control

And at the team and individual level (micro-level), such as:

- \* Leading effective teams
- \* Difference and diversity
- \* Motivation, commitment and engagement

As we examine these aspects you will be introduced to a range of concepts, theories, models and subject knowledge and will apply these through a problem-solving approach, in a practical discipline-specific context using case studies, reflection upon personal understanding and experience and real organisation examples.

Throughout, you will be encouraged to adopt a critical perspective to analyse and challenge what you read and hear. You will consider whose interests are served by conventional ways of understanding organisations, to become more aware of your own bias perhaps causing you to re-think or your preconceived assumptions and beliefs.

### How will I learn on this module?

Your learning is supported through tutor-led and learner-led session activities, also through tutor-directed and self-directed independent study.

Tutor-led research-informed sessions will help you to develop your conceptual and theoretical understanding of the topic areas. A collaborative, learner-led, tutor-guided problem-based learning approach will support your application of these concepts and theories. Application will be made to, for example, real-world case-studies and contemporary management issues of multinational corporations, regional/local SMEs through to public and not-for-profit organisations and social enterprises drawn from within your own management sub-discipline area.

Your learning is also supported by appropriate learning technologies that include extensive and carefully curated learning resources from the worlds leading HR researchers and practitioners, to enable your self-directed learning.

Your independent self-directed learning will involve you self-identifying learning activities, such as further academic reading, to gain a deeper and broader knowledge of the subject.

### How will I be supported academically on this module?

The learner-led, tutor-guided activities are organised in groups of around 20-30 learners working in smaller teams. This approach provides a closer, more personal academic support.

Academics will support you through the led sessions and in planning the types of activities you should be engaging in during your independent study time. They are also available upon request to support you outside of formal session time by responding to questions or concerns that you might have either via email or via individually pre-arranged appointments and/or drop-in sessions.



Academic support is also provided through the provision of a range of University learning support services. A wide range of online support materials is also available through the virtual learning environment. These materials include recordings, webcasts, pre-recorded sessions, key academic skills, also an electronic reading list including RSS feeds that showcase the application of various practices presented in the module.

To support you in your academic progress, you will receive both formative and summative feedback on your work through the course of each academic year. Regular formative feedback on class activities provides you with the necessary guidance to scaffold your knowledge and understanding of the key concept and principles of the subject to enable your success in the final summative assessment. Summative feedback/feed-forward will be provided on your work after it has been assessed and graded. You should use all feedback that you receive to identify areas of strength and areas for future study and improvement.

### **What will I be expected to read on this module?**

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<http://library.northumbria.ac.uk/readinglists>)

### **What will I be expected to achieve?**

Knowledge & Understanding:

- \* To understand how people and work are organised as principles that underpin all areas of business [MLO1]
- \* To understand the ongoing relationships of both co-operation and conflict that exist between organisational functions as well with as the broader context and external environment [MLO2]
- \* To utilise your own sub-disciplinary perspectives of management in critically applying organisational theory and concepts to practice [MLO3]

Intellectual / Professional skills & abilities:

- \* To develop capabilities to reflect upon the self as a learner, as a partner-in-learning and as a HR/management professional [MLO4]

Personal Values Attributes (Global / Cultural awareness, Ethics, Curiosity) (PVA):

- \* To cultivate critical awareness of, and sensitivity to, your preconceived assumptions and beliefs that influence how you interpret what you hear, read and observe [MLO5]

### **How will I be assessed?**

Formative assessment:

Throughout the module you should actively participate in scheduled and self-directed activities and should engage in discussions and feedback exercises to challenge your own thinking and that of your peers. Face-to-face sessions will provide you with the opportunity to self-assess your knowledge and understanding through applying the different aspects/topics examined. You will work through small groups activities that will enable you to secure on-going feedback from your peers.

Summative assessment

2,500 word Report developed through engagement with weekly activities (100%) (MLO1,2,3,4,5)

Feedback will be provided by tutors in the form of a grading rubric and narrative comments on papers with an emphasis on formative feed-forward for the subsequent assignment or subsequent modules and levels of study

### **Pre-requisite(s)**

None

### **Co-requisite(s)**

None

### **Module abstract**

This module introduces you to the foundational links and relationships between an organisation, its management and its people. Employers seek out graduates with the knowledge and skills to transform organisation in the face of continuous and rapid economic, environmental and social change. This module will therefore support you to develop understanding of how a heightened awareness of peoples workplace behaviour, actions and attitudes enhances organisational sustainability and team performance. Such understanding is fundamental for your successful graduate career. Taking a research-rich approach, you'll be introduced to a range of concepts, theories, models and research evidence. You'll then apply them in a practical, discipline-specific context using case studies, reflecting on personal understanding and experience plus real organisation examples.

**^Programme Framework for Northumbria Awards Research Rich Learning Design Pillars^**

This module is research-led and research-tutored.

Our academic programme teaching teams comprise experienced management practitioners and researchers. To maintain their professional esteem, they are actively engaged in consultancy, enterprise, organisational consultancy or research activities. The activities of those involved on the module team directly inform the content of the module. You will also develop your understanding of relevant contemporary research studies through your engagement with the wider subject reading and through your own self-identified routes such as the professional press and professional websites and social media feeds.

Within some of the tutor-led and learner-led sessions you will work with recent research outputs, having the opportunity, with support and guidance from your peers and your tutor, to discuss and critically evaluate this research and to draw practice-based recommendations.

## MK9414 Introduction to Marketing (Core, 20 Credits)

### What will I learn on this module?

This module will introduce you to the business philosophy and practice of marketing. It will examine how organisations can analyse and segment markets to improve performance and profitability by building long-term relationships with their customers. A wide range of marketing decisions is studied together with the influence of the changing marketing environment on these decisions.

Main lectures will introduce the basic theories of marketing:

- \* The Marketing Environment
- \* Consumer & Organisational Behaviour
- \* Target Marketing & Segmentation.
- \* Marketing Information Systems & Research.
- \* Dimensions of a Product, Branding and Product Life Cycle.
- \* Pricing Theory; strategies and tactics.
- \* The Promotional Mix: Advertising, PR, Direct & e-Marketing.
- \* Marketing channels

Whilst seminars and topical lectures will apply marketing theory to different case scenarios:

- \* Service Marketing
- \* Not for profit Marketing
- \* Food marketing
- \* Digital Marketing
- \* Environmental Marketing
- \* Sustainable Marketing

### How will I learn on this module?

In each week you will have two, hour long lectures, a one hour seminar and one hour webinar. The lectures aim to develop your understanding of basic marketing concepts, strategies and tactics, supplemented by examples and case studies. Seminars will apply the theory to a variety of business scenarios as mentioned above. Topics and applications will be reinforced through directed and independent study. You will be able to follow up on these lectures and seminars through a one-hour weekly webinar with the members of the teaching team and fellow students to reinforce both the practical and theoretical learning.

### How will I be supported academically on this module?

Support will be provided to you by staff delivering the lectures and seminars, with one main member of academic staff leading the module. Staff will provide verbal feedback during the seminars, which will challenge students on various introductory marketing concepts. Staff are accessible during lectures and seminars to answer module questions. Summative feedback is provided on group presentations and the individual assignment online.

Seminars are timetabled typically based on study programme cohorts, so you will be taught alongside fellow members from your degree programme for easier facilitation of peer support.

The final aspect of the direct contact support is a 1-hour weekly webinar, where students can link with the module tutor and other members of the teaching team to engage in question and answer sessions on the module materials and assessment brief.

Your module is supported by an e-learning portal, where you will not only find the material covered in lectures and seminars but also assessment details and various support facilities such as, directed study material, and guidance to further independent study enabling you to develop a broad and current knowledge of the subject matter.

You will be provided with a wide-ranging electronic reading list that comprises various commercial and academic reports, and journal articles that show case the application of various marketing techniques presented in the module.

### What will I be expected to read on this module?

All modules at Northumbria include a range of reading materials that students are expected to engage with. The reading list for this module can be found at: <http://readinglists.northumbria.ac.uk>  
(Reading List service online guide for academic staff this containing contact details for the Reading List team  
<http://library.northumbria.ac.uk/readinglists>)

### What will I be expected to achieve?

Knowledge & Understanding:

\* Understand the essential principles of Marketing theory and their application in a variety of situations and organisations [MLO1]

\* Understand and apply Marketing principles in given scenarios to assist in the solution of marketing problems. [MLO2]

\* Analyse marketing problems; identify and justify solutions and consider their potential success. [MLO3]

Intellectual / Professional skills &abilities:

\* Present solutions to marketing problems through effective teamwork and associated communication. [MLO4]

Personal Values Attributes (Global / Cultural awareness, Ethics, Curiosity) (PVA):

\* Develop research skills appropriate to the assessment of your chosen marketing topic. [MLO5]

### **How will I be assessed?**

Summative assessment:

The module assessment is split into two components.

The first component (30%) is undertaken in groups and forms the basis of the individual work. Students will present introductory marketing concepts in the context of the service industry, over two presentations that occur in the seminar.

It will address MLO2, MLO3 and MLO4.

The second component (70%) is an individual piece of work. This will require additional research and result in a business report of 1,500 words which will analysis the scenario and propose solutions.

It will address MLO1, MLO2, MLO3 and MLO5.

Formative Assessment:

This will mainly take place through seminar activities prior to being summatively assessed. Seminars typically set a group task to work on, then present and discuss solutions to the seminar group.

### **Pre-requisite(s)**

None

### **Co-requisite(s)**

None

### **Module abstract**

Introduction to Marketing does exactly what it says on the tin. The module will lead you through basic principles and strategies used by marketers to research, design, produce, distribute, sell and manage products and services to satisfy a variety of target markets. Youll also be introduced to the types of career paths that marketing opens up. Employment opportunities in this fast-paced industry are wide-ranging and suit a variety of personality types and skills sets, including both introverts and extroverts. These range from roles for logically focused analysts and researchers through to creative designers and strategic sales people. Youll develop your knowledge and ability to apply principles of marketing to different types of organisations using a variety of marketing tools. And youll build employability skills around teamwork, presentation delivery, research and the use of IT.

### **^Programme Framework for Northumbria Awards Research Rich Learning Design Pillars^**

Within such a dynamic subject area it is imperative that the materials used on the module encapsulate current research and thinking. Whilst the basics of the subject are primarily supported by the core textbook, more topical issues and discussion are enhanced by journal articles and industry periodicals. The reading list directs students to a range of material showcasing the wide level of application and relevance of the subject to the broad business and management discipline. You will learn about primary research techniques and undertake your own research for seminars and assessments.

## **GA4001 Academic Language Skills for Newcastle Business School (Core – for International and EU students only, 0 Credits)**

### **What will I learn on this module?**

Academic skills when studying away from your home country can differ due to cultural and language differences in teaching and assessment practices. This module is designed to support your transition in the use and practice of technical language and subject specific skills around assessments and teaching provision in your chosen subject. The overall aim of this module is to develop your abilities to read and study effectively for academic purposes; to develop your skills in analysing and using source material in seminars and academic writing and to develop your use and application of language and communications skills to a higher level.

The topics you will cover on the module include:

\* Understanding assignment briefs and exam questions.

- \* Developing academic writing skills, including citation, paraphrasing, and summarising.
- \* Practising critical reading and critical writing
- \* Planning and structuring academic assignments (e.g. essays, reports and presentations).
- \* Avoiding academic misconduct and gaining credit by using academic sources and referencing effectively.
- \* Listening skills for lectures.
- \* Speaking in seminar presentations.
- \* Presenting your ideas
- \* Giving discipline-related academic presentations, experiencing peer observation, and receiving formative feedback.
- \* Speed reading techniques.
- \* Developing self-reflection skills.

### **How will I learn on this module?**

This module is taught by interactive seminars and use of practical group activities in the sessions.

The material delivered in practical workshops is designed to enhance your capabilities as an independent learner. This will involve significant self-directed learning and will test your ability to interact with others during group sessions. The sessions will be tailored to address some of the specific issues that you meet within your chosen discipline. When working in groups the nature of the activity will vary from group to group depending upon your specific programme of study. For example, you will develop your critical analysis and critical writing skills by analysing the work of other academics according to the requirements of your programme/module assignments. In addition to the core topics listed, your learning will be supported by your own self-reflection of your skills and academic areas of interest and you will be asked to share these in specific sessions.

Individual attendance and your participation in group work is essential to your learning and as such forms part of your summative assessment. You will be expected to participate in the practical classes having completed directed pre-reading and preparation tasks provided by your tutor. Additional directed learning will be provided to support the development of your skills base, the use of the e-learning platform and support your self-reflection.

### **How will I be supported academically on this module?**

All teaching materials for the module are made available on the module electronic learning portal (eLP) site. You will be provided with a teaching and learning plan that outlines the formal sessions, along with the tutor-directed study tasks and independent reading associated with each session. You will be asked to use both email and eLP to share ideas and feedback.

Teaching staff operate an open door policy for students meaning you can approach them anytime during normal office hours, or via email, to answer questions, receive feedback and support your learning on the module.

### **What will I be expected to read on this module?**

All modules at Northumbria include a range of reading materials that students are expected to engage with. The reading list for this module can be found at: <http://readinglists.northumbria.ac.uk>  
(Reading List service online guide for academic staff this containing contact details for the Reading List team  
<http://library.northumbria.ac.uk/readinglists>)

### **What will I be expected to achieve?**

Intellectual / Professional skills & abilities:

- \* MLO1: Read and listen critically, and use a variety of information sources effectively
- \* MLO2: Recognise and apply the conventions of academic writing, and write effectively within an academic context
- \* MLO3: Collate subject-related information, reference and organise those resources, and prepare and deliver academic presentations

Personal Values Attributes (Global / Cultural awareness, Ethics, Curiosity) (PVA):

- \* MLO4: Assess personal strengths and weaknesses in relation to academic study and language skills, and identify strategies that can be used to further develop their skills.

### **How will I be assessed?**

Summative Assessment:

The module is assessed by three components. These are attendance, a group presentation and a 300 word written assignment. They are all pass/fail.

Attendance of 70% of the timetabled sessions\* is required. [All MLOs]

Preparation and participation in a small- group discipline-related presentation that is relevant to your area of study. [MLO3]

Individual written subject specific assessment that is relevant to your subject discipline. [MLO2]

Formative Assessment:

You are expected to participate in a combination of 1-2 formative written and presentation assignments that are provided per semester. Formative assessment will take place through group work, discussion, specific academic language tasks, and text modelling as

appropriate.

**Feedback:**

Class discussion and tutor feedback on in class exercises will support your learning and provide guidance for the summative assessments. Written feedback will be provided on summative assessed work. For presentation, feedback will be supplemented with verbal comment and discussion.

\* (If you have valid grounds for non-attendance [such as illness], then appropriate documentary evidence [such as a doctors letter] must be provided to the module tutor at the following session. Any anticipated non-attendance [for example, for an interview] must be approved by the module tutor in advance.)

**Pre-requisite(s)**

None

**Co-requisite(s)**

None

**Module abstract**

The aim of this module is to support your study, language and communication skills for academic purposes in the study in your chosen discipline. The module is designed to enable you to become an independent learner. The module is supported by a teaching and learning plan which outlines the formal sessions, together with the tutor-directed study and independent reading. Interactive workshops will be tailored to address some of the specific issues that you meet within your discipline. Directed learning will require a range of activities including pre-reading, preparation for interactive activities and use of the e-learning platform. You will be expected to identify those skills which you need within your programme, and to develop these independently through a range of learning activities that might include extended reading, and reflection.

**^Programme Framework for Northumbria Awards Research Rich Learning Design Pillars^**

The module includes a research tutored element where you will explore examples of research within your chosen discipline.

Please note: the information in this document is correct at the time of printing (11/12/2023) but may be subject to change.

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# BA (Hons) Business Management - i2i Soccer Academy: Year 2 Modules

## HR9514 Progressing Professional Practice (Core, 20 Credits)

### What will I learn on this module?

Your learning journey in this module will consist of a combination of tutor-led and learner-led session activities.

Tutor-led research-informed seminar sessions will facilitate learner-led activities to extend your knowledge of the graduate labour market. Topic areas will include an evaluation of graduate labour market statistics, challenges and opportunities for Business and HRM graduates, theoretical perspectives and models of employability.

Learner-led activities will further develop your awareness of your own personal skills and attributes and identification of areas for further development with the context of your individual career plan for your graduate employment, enterprise or entrepreneurial activity, with an emphasis on positioning your graduate identity.

### How will I learn on this module?

Your learning is supported through tutor-led and learner-led session activities which will include tutor-directed and self-directed independent study.

Tutor-led research-informed sessions will help you to develop your conceptual and theoretical understanding of the topic areas. A collaborative, learner-led, tutor-guided problem-based learning approach will support your application of these concepts and theories within your own management sub-discipline area.

Your learning is also supported by appropriate learning technologies that include extensive and carefully curated learning resources to enable your self-directed learning.

Your independent self-directed learning will involve you self-identifying learning activities, such as further academic reading and online learning resources, to gain a deeper and broader knowledge of the graduate labour market and the importance of constructing your graduate future.

### How will I be supported academically on this module?

The learner-led, tutor-guided activities are organised in groups of around 20-30 learners working in smaller teams. This approach provides a closer, more personal academic support.

Academics will support you through the led sessions and in planning the types of activities you should be engaging in during your independent study time. They are also available upon request to support you outside of formal session time by responding to questions or concerns that you might have either via email or via individually pre-arranged appointments and/or drop-in sessions.

Academic support is also provided through the provision of a range of University learning support services. A wide range of online support materials is also available through the virtual learning environment. These materials include recordings, webcasts, pre-recorded sessions, key academic skills, also an electronic reading list including RSS feeds that showcase the application of various practices presented in the module.

The Graduate Futures teams are also available to support you on this module and offer a wide range of online and/or drop-in individual sessions.

To support you in your academic progress, you will receive both formative and summative feedback on your work through the course of each academic year. Regular formative feedback on class activities provides you with the necessary guidance to scaffold your knowledge and understanding of the key concept and principles of the subject to enable your success in the final summative assessment.

Summative feedback /feed-forward will be provided on your work after it has been assessed and graded. You should use all feedback that you receive to identify areas of strength and areas for future study and improvement.

### What will I be expected to read on this module?

All modules at Northumbria include a range of reading materials that students are expected to engage with. The reading list for this module can be found at: <http://readinglists.northumbria.ac.uk>

(Reading List service online guide for academic staff this containing contact details for the Reading List team  
<http://library.northumbria.ac.uk/readinglists>)

### What will I be expected to achieve?

Knowledge & Understanding:

ML01: To demonstrate your knowledge and understanding of the theoretical and conceptual models of employability

Intellectual / Professional skills & abilities:

ML02: To demonstrate your skills, knowledge and personal attributes and position your graduate future.

ML03: To apply critical and analytical thinking to critique the graduate labour market.

Personal Values Attributes (Global / Cultural awareness, Ethics, Curiosity) (PVA):

ML04: To evaluate and reflect on your undergraduate identity and create a career plan which outlines your professional and personal development to meet the demands of the graduate labour market.

### **How will I be assessed?**

Formative assessment:

Throughout the module you should actively participate in scheduled and self-directed activities and should engage in discussions and feedback exercises. This includes individual feedback from the Graduate Futures team and external sources such as on-line psychometric tools (ML02)

Summative Assessment:

On completion of the module you will be assessed through the submission of:

(i) A critical analysis of the graduate labour market and (ii) a personal career planning (MLO1, 2, 3 and 4)

Submission and feedback to be provided electronically.

### **Pre-requisite(s)**

N/A

### **Co-requisite(s)**

None

### **Module abstract**

Progressing Professional Practice helps you identify the next steps for planning your graduate career. The module takes an active, experiential approach so you can experience first-hand the contemporary graduate recruitment and selection process by taking part in authentic activities covering initial application for graduate positions, interviews and assessment centres. The skills and qualities you need to succeed in these activities are also important should you intend to start your own business on graduating. You'll be supported to evaluate the opportunities available to you such as study abroad and placement to develop your experience, skills and acumen within your chosen professional field, and enhance your CV. Once you've completed this module, you'll have the skills, ability and confidence to make an impactful application and impression on any employer. You'll also have a thorough knowledge and understanding of the challenges and opportunities presented by today's graduate labour market.

### **^Programme Framework for Northumbria Awards Research Rich Learning Design Pillars^**

This module is research-led and research-tutored.

Our academic programme teaching teams comprise experienced management practitioners and researchers. To maintain their professional esteem, they are actively engaged in consultancy, enterprise, organisational consultancy or research activities. The activities of those involved on the module team directly inform the content of the module. You will also develop your understanding of relevant contemporary research studies through your engagement with the wider subject reading and through your own self-identified routes such as the professional press and professional websites and social media feeds.

Within some of the tutor-led and learner-led sessions you will work with recent research outputs, having the opportunity, with support and guidance from your peers and your tutor, to discuss and critically evaluate this research and to draw practice-based recommendations.

## **HR9516 Human Resource Management Essentials (Core, 20 Credits)**

### **What will I learn on this module?**

Designed specifically for non-Human Resources specialists the HRM Essentials module will take you on a journey through the modern organisation offering you the opportunity to understand how Human Resource Management contributes to the strategic direction of organisations in varying industries and sectors. Building on the level 4 module People, Management and Organisations, this module is relevant to all those whose careers will involve dealing with and managing people in organisations. Managers are often considered the key link in ensuring the successful implementation of HR processes, and likewise, the support of the HR function is required to ensure that managers operate fairly and consistently within best practice guidelines. Managers are likely to play a key part in several core HR processes in order to ensure that they have the right people in their teams who are able to perform effectively. Thereby an understanding of Human Resources underpins effective management practice. HRM Essentials provides a practical overview of each of these core areas, providing a broad grounding in HR practice ranging from recruitment and selection to performance and reward, and learning and development to absence and wellbeing.

This module will not only provide you with the key theoretical arguments in Human Resource Management but will also encourage you to apply this learning to practice and reflect on your own personal skill development in implementing effective HR processes which will be invaluable to you in your future graduate management role.

### **How will I learn on this module?**

Your learning is supported through tutor-led and learner-led session activities, also through tutor-directed and self-directed independent

study.

Tutor-led research-informed sessions will help you to develop your conceptual and theoretical understanding of the key topic areas covered on the module. A collaborative, learner-led, tutor-guided problem-based learning approach will support your application of these concepts and theories to real world-case studies. Application will be made to, for example, real-world case-studies and contemporary management issues of multinational corporations, regional/local SMEs through to public and not-for-profit organisations and social enterprises drawn from within your own management sub-discipline area.

Your learning is also supported by appropriate learning technologies that include extensive and carefully curated learning resources from the worlds leading HR researchers and practitioners, to enable your self-directed learning.

Your independent self-directed learning will involve you self-identifying learning activities, such as further academic reading, to gain a deeper and broader knowledge of the subject and apply your learning to your future career path.

### **How will I be supported academically on this module?**

The learner-led, tutor-guided activities are organised in groups of around 20-30 learners working in smaller teams. This approach provides a closer, more personal academic support. Academics will support you through the led sessions and in planning the types of activities you should be engaging in during your independent study time. They are also available upon request to support you outside of formal session time by responding to questions or concerns that you might have either via email or via individually pre-arranged appointments and/or drop-in sessions.

Academic support is also provided through the provision of a range of University learning support services. A wide range of online support materials is also available through the virtual learning environment. These materials include recordings, webcasts, pre-recorded sessions, key academic skills, also an electronic reading list including RSS feeds that showcase the application of various practices presented in the module.

To support you in your academic progress, you will receive both formative and summative feedback on your work through the course of each academic year. Regular formative feedback on class activities provides you with the necessary guidance to scaffold your knowledge and understanding of the key concept and principles of the subject to enable your success in the final summative assessment. Summative feedback/feed-forward will be provided on your work after it has been assessed and graded. You should use all feedback that you receive to identify areas of strength and areas for future study and improvement.

### **What will I be expected to read on this module?**

All modules at Northumbria include a range of reading materials that students are expected to engage with. The reading list for this module can be found at: <http://readinglists.northumbria.ac.uk>

(Reading List service online guide for academic staff this containing contact details for the Reading List team  
<http://library.northumbria.ac.uk/readinglists>)

### **What will I be expected to achieve?**

Knowledge & Understanding:

MLO1 To understand key Human Resource Management policies and practices and the value they add to organisational strategy

MLO2 To evaluate the effectiveness of Human Resource Management from policies and practices from various stakeholder perspectives

Intellectual / Professional skills & abilities:

MLO3 To apply knowledge of Human Resource Management to organisational case studies identifying areas of best practice and developing responsible and practical recommendations

MLO4 To reflect on the role of the manager in Human Resource Management drawing links to future individual career goals and aspirations

MLO5 To work collaboratively on a team project.

### **How will I be assessed?**

Summative assessment

The MLOs will be assessed through a group (25%) and individual summative assessment (75%).

The group assessment will involve working together in small groups to apply your knowledge of HRM to an organisational case study putting forward recommendations to improve practice (MLO1, MLO3, MLO5).

The individual assessment will involve:

\* A 2500 word report to include a personal framework of skills development based on application of module learning (MLO1, MLO2, MLO3, MLO4).

### **Pre-requisite(s)**

None

### **Co-requisite(s)**

None



## Module abstract

Whether you progress to be a manager or into any role dealing with people, HRM Essentials will provide you with both the theory and practice of human resources functions. You'll gain a practical overview of each of the core areas starting with an introduction to HR before covering recruitment and selection, performance management, total reward, and managing absence and well-being. Managers are often considered the key link for ensuring the successful implementation of HR processes. Likewise, the support of the HR function is needed to ensure that managers operate fairly and consistently within best practice guidelines. Managers are likely to play a key part in several core HR processes to make sure they have the right people on their teams who are able to perform effectively. As a result, an understanding of human resources underpins effective management practice.

### ^Programme Framework for Northumbria Awards Research Rich Learning Design Pillars^

This module is research-led and research-tutored.

Our academic programme teaching teams comprise experienced management practitioners and researchers. To maintain their professional esteem, they are actively engaged in consultancy, enterprise, organisational consultancy or research activities. The activities of those involved on the module team directly inform the content of the module. You will also develop your understanding of relevant contemporary research studies through your engagement with the wider subject reading and through your own self-identified routes such as the professional press and professional websites and social media feeds.

Within some of the tutor-led and learner-led sessions you will work with recent research outputs, having the opportunity, with support and guidance from your peers and your tutor, to discuss and critically evaluate this research and to draw practice-based recommendations.

## HR9517 Responsible Business (Core, 20 Credits)

### What will I learn on this module?

Sustainable Development is the future of business and doing business responsibly is key to improving society as well as business success. This module builds upon your understanding of Business and Society developed from your previous study and will enable you to develop expertise in corporate social responsibility and business ethics as well as find out how to generate shared value. You will develop a current understanding of what makes a responsible business and the importance of acting responsibly and ethically, as well as the pitfalls involved in not doing so. You will learn about the tools and approaches organisations employ to develop responsible business strategy and the models which may be applied to develop a deeper understanding of the impacts, both negative and positive, that business can have on society at large. You will examine the way in which business report their activities and manage their internal and external profiles. In doing so you will develop awareness of the ethical issues involved from the perspective of the individual (manager /agent and stakeholder), of individual firms and of wider society, by combining a rigorous theoretical and a strong applied foundation on the topic. Finally, the module will equip you with the ability to critically examine business strategy and operations with a view to developing responsible business practices, key graduate employability/enterprise/entrepreneurial acumen that will enable you to lead organisations to Take on Tomorrow.

### How will I learn on this module?

Your learning is supported through tutor-led and learner-led session activities, also through tutor-directed and self-directed independent study.

Tutor-led research-informed sessions will introduce responsible business concepts and theories. Case studies will be used to illustrate both responsible and irresponsible business practices. Learners will critically examine how a range of organisations respond to these challenges using real world data. Learners will work in asynchronous groups utilising online technologies to work together replicating modern business practice.

Your independent self-directed learning will involve you self-identifying learning activities, such as further academic reading, to gain a deeper and broader knowledge of the subject.

### How will I be supported academically on this module?

The learner-led, tutor-guided activities are organised in groups of around 20-30 learners working in smaller teams. This approach provides a closer, more personal academic support.

Academics will support you through the led sessions and in planning the types of activities you should be engaging in during your independent study time. They are also available upon request to support you outside of formal session time by responding to questions or concerns that you might have either via email or via individually pre-arranged appointments and/or drop-in sessions.

Academic support is also provided through the provision of a range of University learning support services. A wide range of online support materials is also available through the virtual learning environment. These materials include recordings, webcasts, pre-recorded sessions, key academic skills, also an electronic reading list including RSS feeds that showcase the application of various practices presented in the module.

To support you in your academic progress, you will receive both formative and summative feedback on your work through the course of each academic year. Regular formative feedback on class activities provides you with the necessary guidance to scaffold your knowledge and understanding of the key concept and principles of the subject to enable your success in the final summative assessment.

Summative feedback/feed-forward will be provided on your work after it has been assessed and graded. You should use all feedback that you receive to identify areas of strength and areas for future study and improvement

### What will I be expected to read on this module?

All modules at Northumbria include a range of reading materials that students are expected to engage with. The reading list for this module can be found at: <http://readinglists.northumbria.ac.uk>  
(Reading List service online guide for academic staff this containing contact details for the Reading List team  
<http://library.northumbria.ac.uk/readinglists>)

### **What will I be expected to achieve?**

Knowledge & Understanding:

\* Develop Knowledge and understanding of the key theories and concepts underpinning responsible business practices [MLO1]

Intellectual / Professional skills & abilities:

\* Develop the ability to carry out critical reading and the skills necessary to construct an academic argument [MLO2]

\* Develop academic essay writing skills [MLO3]

### **How will I be assessed?**

The module is summatively assessed by an academic essay (3000 words) which will examine students understanding of the key theories and concepts underpinning responsible business practices. Students will demonstrate the ability to carry out critical reading and construct an academic argument.

This assessment covers MLO1, MLO2 and MLO3.

Feedback strategy

Feedback/feed-forward on your summative performance in this module will be provided in the form of written or oral feedback on the submitted assignment.

Formative feedback will be provided throughout the module, particularly in relating to webinar and seminar tasks. Students should, however, be aware that formative feedback can, and will, occur in any communication with an academic tutor.

### **Pre-requisite(s)**

None

### **Co-requisite(s)**

None

### **Module abstract**

The term Responsible Business is increasingly being used as government and society demand that business organisations operate with sustainability and ethics in mind. This module equips you with the knowledge and skills you need to ensure that business organisations behave responsibly and create shared value for all stakeholder groups. Your tutors will draw upon their own experience and research in the field, and the module design and pedagogy will enable you to undertake a critical and thorough examination of responsible business topics. These integrate a normative understanding rooted in business ethics, and an understanding of responsibility and the role of business in society rooted in CSR theory, discourses and action. You'll learn through informative lectures and practical, tutor-led seminars and will be assessed on your understanding and ability to think and act critically.

### **^Programme Framework for Northumbria Awards Research Rich Learning Design Pillars^**

This module is research-led and research-tutored. Our academic programme teaching teams comprise experienced management practitioners and researchers. To maintain their professional esteem, they are actively engaged in consultancy, enterprise, organisational consultancy or research activities. The activities of those involved on the module team directly inform the content of the module. You will also develop your understanding of relevant contemporary research studies through your engagement with the wider subject reading and through your own self-identified routes such as the professional press and professional websites and social media feeds. Within some of the tutor-led and learner-led sessions you will work with recent research outputs, having the opportunity, with support and guidance from your peers and your tutor, to discuss and critically evaluate this research and to draw practice-based recommendations.

## **HR9537 Management Research and Analysis (Core, 20 Credits)**

### **What will I learn on this module?**

In this research-based module you will experience a comprehensive coverage of research methods and analysis that will prepare you both for work placement or study abroad opportunities alongside preparation for your final-year capstone research module of either Dissertation, Management Enquiry or Consultancy Project and for your future employment, enterprise or entrepreneurial activity.

You will learn how to develop a research question, and linked to this, be able to choose an appropriate method of research, dovetailing

both learning experiences to the development of a critical assessment of the academic literature. You will gain a basic understanding of research philosophy, whilst the coverage and importance given to research ethics will play an important part of your learning within the module and you will appreciate as part of your learning how this underpins research of quality and integrity. The role of Ethics in research will cover study design, participant selection, data collection, data handling and storage and presentation of research findings.

You will learn how to apply quantitative and qualitative methods. In the quantitative applications, you will learn about questionnaire design, sampling, presenting and summarising data, statistical inference and hypothesis testing. You will have the opportunity to use a range of appropriate software tools, including Excel and SPSS. In the qualitative part of the module, techniques covered will include interviewing and focus groups to collect data, supported by analysis methods including content analysis and thematic analysis. You will learn how to execute a critical and effective analysis of your research data for both approaches, as well as appreciating the importance of piloting.

### **How will I learn on this module?**

You will learn through a combination of formal tutor-led, tutor-guided and learner-led sessions, tutor-directed study and independent reading. Activities will be highly interactive and will draw upon the directed learning undertaken, your own experiences and discipline expertise of the academic team.

These research-based interactive sessions will centre on high levels of participation, both individually and within small groups. This will allow you to learn through practice for both work involving quantitative data and using statistical software such as SPSS for analysis, or for conducting interviews and considering how to analyse the qualitative data that is generated.

Several tutor-led sessions will be used to communicate vital areas for Northumbria University including the University Ethics policy and to provide Programme-specific input which may be helpful in providing guidance on possible areas for your choice of topic in the Dissertation or Management Enquiry.

Directed learning will centre upon a range of activities including pre-reading and preparation for interactive activities. Independent learning will centre upon you identifying and pursuing areas of interest within your chosen discipline to inform the writing of your research proposal. Critical reflection on knowledge, experience and practice underpins the learning and teaching philosophy on this module along with the explicit development of competence, both of which you will develop into a reflective statement as part of the modules summative assessment.

### **How will I be supported academically on this module?**

You will be supported by the module tutor who is an academic lead for the module, in addition to an academic teaching comprising subject experts from your programme-specific discipline. This academic team will support your learning through the formal activities. The formal sessions will be undertaken in small groups so that there is opportunity for exploring the subject matter in detail with both the academic staff and your fellow students.

A comprehensive eLP site will store the materials needed for the lectures, IT workshops and seminars, alongside a detailed week-by-week learning and teaching plan to guide you through the module. There is an electronic reading list indicating the core texts with cover research methods and data analysis, alongside reference to various recommended discipline-related journals and business and management databases, which you should access as the module progresses. You also make use of statistical analysis software for analysing quantitative data as part of the module.

You will be supplied with formative feedback through activities, discussion and reflection. Formative feedback will be provided throughout the module, particularly in relation to the practical aspects of the module through which you will have opportunities to give and receive feedback from your tutors and fellow learners. There will be opportunities for you to discuss your potential research idea with staff who have expertise in your discipline. This will provide you with formative feedback on your research proposal and will help you to develop your summative assessment.

### **What will I be expected to read on this module?**

All modules at Northumbria include a range of reading materials that students are expected to engage with. The reading list for this module can be found at: <http://readinglists.northumbria.ac.uk>  
(Reading List service online guide for academic staff this containing contact details for the Reading List team  
<http://library.northumbria.ac.uk/readinglists>)

### **What will I be expected to achieve?**

Knowledge & Understanding:

\* To identify a research opportunity or business enquiry related to your management discipline and develop a research proposal. [MLO1]

Intellectual / Professional skills & abilities:

\* To reflect on your experiences in developing a research capability to inform future work and academic study. [MLO2]

\* To demonstrate your skills to undertake a research-based study in your discipline that informs project work at your next level of study. [MLO3]

Personal Values Attributes (Global / Cultural awareness, Ethics, Curiosity) (PVA):

\* To develop a management discipline-related working proposal and project plan to lead to a research project in your final year of study. [MLO4]

\* To reflect on your own ethical values as a researcher in your discipline. [MLO5]

## How will I be assessed?

You will receive formative feedback from appropriately focused academics on your research proposal. This will involve face-to-face feedback and will take place during the seminars on the programme, where you will also be able to share research ideas and project plans with fellow students. The weekly webinar will also provide further opportunity for academic and peer discussion and formative feedback.

The summative assessment is a 2,500 individual assignment and reflective statement that provides a research plan to inform your Level 6 research-based study, whether Dissertation, Consultancy or Management Enquiry. Guidance on the choice of option will place during semester informing individual you on which of these options to use as the basis of this submission [MLO1-MLO5]

## Pre-requisite(s)

None

## Co-requisite(s)

None

## Module abstract

This research-based and research-orientated module will provide you with a significant appreciation of research methods and analysis before you undertake work placement, study abroad and progress to your capstone final-year research activity; one of Dissertation, Management Enquiry or Consultancy Project. You will engage in and reflect on practical research-based activities to facilitate your understanding of the process of designing and executing management research, gaining hands-on experience in the analysis of qualitative and quantitative research data. You will gain an appreciation of the central role of ethics in research. The module is research oriented primarily, but linkages to the work of discipline specific academics will expose you to research tutored approaches. The summative assessment within the module represents an explicit engagement with a research problem, thereby facilitating experience of enquiry-based learning. Your ability to handle both qualitative and quantitative data will develop competencies that are directly applicable to research-based study at Undergraduate level, equipping you with a capability increasingly valued by businesses. The comprehensive research skills developed in this module will be critical in developing your ability to execute research-based study relating to your specific discipline.

## ^Programme Framework for Northumbria Awards Research Rich Learning Design Pillars^

As this module seeks to develop your capability as a researcher, research-rich learning is central to your learning experience. You will experience a significant development in research methods that will prepare you for your research proposal assessment and for the later stages of your programme when you undertake one of a Dissertation, Consultancy Project or Management Enquiry. You will gain practical experience of how to collect and analyse data using a range of quantitative and qualitative techniques and this work will be supported using appropriate software where appropriate. In developing your understanding of knowledge production and methods of enquiry in your subject discipline, you are learning how to research, so are being exposed to research-orientated learning. There will be emphasis in the module on enquiry-based learning where you will be actively researching a chosen topic within your subject discipline. You move from being part of the audience and become the participant in your own research project. This will involve active implementation of the techniques introduced in your research-orientated learning. Within your formal classes, you will discuss and critically evaluate research outputs from the programme-specific arena, hence engaging in research-tutored learning, whilst your independent study will involve you undertaking wider reading in both your chosen discipline and in research methods, thereby experiencing research-led learning.

## SM9532 Strategic Frameworks and Cultural Contexts in International Management (Core, 20 Credits)

### What will I learn on this module?

This module aims to provide you with an understanding of and an introduction to the application of key strategic decision making aspects and their interface with cultural contexts. The module extends and develops your learnings from Level 4 (in Global Business Environment). The introduction to global forces shaping international business and the macro business environments at level 4- are taken forward to engage strategic frameworks that businesses may deploy to inform international business.

1. Key cultural paradigms in relation to international business
2. Cultural differences as the Big C in CAGE framework and its application
3. International market entry and growth
4. Introduction to IB strategy frameworks such as Porters national diamond, CAGE framework (extending the analytical perspective provided by the Big C, triple A framework and the Bartlett and Ghoshal continuums of choices. Porters five forces and generic strategies also put in context)
5. Communicating across cultures
6. Identify and evaluate the issues relating to the management of internationally mobile employees
7. International business protocol
8. Ethics and Responsible Business in context of growth, localised contexts of international markets and managing the value chain in international business

### How will I learn on this module?

There will be 1 hour lecture and 2 hour seminar each week. The lecture will elaborate on the content with short examples while the seminar will be an opportunity to delve into case analysis to develop your ability to deploy the concepts and frameworks in an international business context. You will be expected to do the readings for each session and; read and prepare materials designated for the seminar

### **How will I be supported academically on this module?**

Support will be provided to you by a member of academic staff leading the module and providing the lecture input. You will also gain from interaction with a number of other academic staff who will cover different lectures and seminars.

Your module is supported by an e-learning portal, which houses lecture and seminar materials, alongside assessment details and various support facilities.

You will be provided with a wide-ranging electronic reading list that comprises of various academic reports, conference papers and journal articles that showcase the application of various quantitative techniques presented in the module.

### **What will I be expected to read on this module?**

All modules at Northumbria include a range of reading materials that students are expected to engage with. The reading list for this module can be found at: <http://readinglists.northumbria.ac.uk>  
(Reading List service online guide for academic staff this containing contact details for the Reading List team  
<http://library.northumbria.ac.uk/readinglists>)

### **What will I be expected to achieve?**

Knowledge & Understanding:

\* Understand and apply the culturally moored nature and context of international business and key aspects that influence decision making in international business, accounting for the construction of relationships between variables that comprise some central frameworks deployed for international business decisions. (MLO1)

Intellectual / Professional skills & abilities:

\* Apply frameworks, concepts and mediating concerns (ethics, sustainability, responsible business) to cases to acquire capabilities for strategic international business analyses. (MLO2)

\* Demonstrate effective communication and team working through the practical analysis of a case scenario. (MLO3)

Personal Values Attributes (Global / Cultural awareness, Ethics, Curiosity) (PVA):

\* Acquire knowledge about ethical and sustainability aspects in international business. (MLO4)

### **How will I be assessed?**

The module assessment comprises an individual assessment (100%): Develop a cultural profile for a designated country/designated countries (will be provided e.g. a non EU-Country/non EU-Countries) and develop a basic CAGE framework in relation to/contrast with another country (e.g. the United Kingdom) (maximum 3000 words).

The assessment will address MLO1, MLO2, MLO3 and MLO4.

### **Pre-requisite(s)**

Level 4 Global Business Environment (or equivalent)

### **Co-requisite(s)**

None

### **Module abstract**

The internal business and international management context is likely to be an aspirational or existing strategic frame of reference in any organisation you join. Culture as a paradigm will dominate this context but will be aligned to several other variables and concerns. These are worked in as strategic decision making frameworks derived from practice and research. They will help guide managerial decision making. Your ability to distil this to a given situation and provide coherent inputs for international management are going to hold you in a strong position and help you perform and progress in the organisation and industry you choose- going forward in your career.

### **^Programme Framework for Northumbria Awards Research Rich Learning Design Pillars^**

You will be using a focused reading list that comprising academic papers and a core text book in addition to optional texts. The core book will be used across the IM modules. You will work in groups for one part of the assessment and will be discussing case studies in seminars and in lectures aligned with the concepts and frameworks introduced in class. Applying frameworks from research and reflecting on how they help analysis and recommendations will be a focus. In this module you will find a thrust on real business cases and examples, enhancing your ability to work to a question in context of a situation, and validating your response using analytical

frameworks.

\* Deploy frameworks, concepts from extant research to reflect on in analyses)

\* Focused aspects in assessments and in seminar activity in how frameworks are applied to international business contexts, to produce recommendations, and critique decision making

## SM9542 International Digital Economy (Core, 20 Credits)

### What will I learn on this module?

This module aims to provide you with the knowledge and skills to understand how the emergence of the digital economy has created opportunities and challenges for international business. The module is delivered through lectures and seminars.

The module will cover the following issues:

- \* The scale and scope of electronic commerce
- \* Digital infrastructures
- \* Digitalisation and international business
- \* International institutions and the digital economy
- \* Transnational businesses and national governance structures
- \* International digital platforms

Through this module you will gain skills enabling you to analyse the growth and developing of the international digital economy. On completing the module, you will appreciate the scale, scope and dynamism of the international digital economy.

### How will I learn on this module?

The lectures will provide you with a theoretical underpinning of the module content, supported by seminars.

The module has a supporting reading list that provides you with an opportunity to see how international business has been shaped by the emergence of the digital economy.

Your directed study will support the work you have undertaken in the face to face sessions. You will be expected to keep up to date with your seminar.

Independent learning time is set aside for learning activities, self-identified by you, to gain a deeper and broader knowledge of the subject. You may undertake further reading.

The continuous practical nature of the seminars means that tutor (formative) feedback will be received continuously. In-class evaluations and directed learning activity provide formative assessment.

### How will I be supported academically on this module?

Support will be provided to you by a member of academic staff leading the module and providing the lecture input. A team of academic staff are allocated seminars, which provides a closer, more personal academic support.

Your module is supported by an e-learning portal, which houses lecture materials, seminars, case studies and how-to multimedia and text files.

You will also receive a wide-ranging electronic reading list that comprises of various books, conference papers and journal articles relevant to the material covered by the module.

There are two components to the assessment for this module. The first is a group presentation that explores the impact of digitalisation on international business, while the second is an individual report that builds on this. The group presentation is worth 40% of the marks for this module, while the individual report is worth 60%.

### What will I be expected to read on this module?

All modules at Northumbria include a range of reading materials that students are expected to engage with. The reading list for this module can be found at: <http://readinglists.northumbria.ac.uk>

(Reading List service online guide for academic staff this containing contact details for the Reading List team  
<http://library.northumbria.ac.uk/readinglists>)

### What will I be expected to achieve?

Knowledge & Understanding:

- \* Understanding the scale, scope and dynamism of the international digital economy
- \* Appreciate the challenges and opportunities for international business created by the digital economy
- \* Understand how international institutions shape the international digital economy

Intellectual / Professional skills & abilities:

- \* The ability to analyse the growth and development of companies operating in the international digital economy
- \* Critical evaluation of the international digital economy drawing on multiple data sources

Personal Values Attributes (Global / Cultural awareness, Ethics, Curiosity) (PVA):

- \* Highlight the tensions that exist between global companies and national development strategies and priorities (data flows, privacy etc)

\* Appreciation of how national cultures and development priorities shape the international digital economy.

### **How will I be assessed?**

#### 1. Group project 40%

30-minute group presentation focusing on how digitalisation creates challenges and opportunities for international business. Feedback, verbal (when presented) and written (after the presentation) will be provided.

#### 2. Individual report 60%

2000-word (excluding references) individual report building on component 1. Written feedback will be provided.

### **Pre-requisite(s)**

N/A

### **Co-requisite(s)**

N/A

### **Module abstract**

Technological change has fundamentally changed how businesses operate internationally. Digitally facilitated global value chains have emerged, reshaping where and how companies engage in manufacturing. Digital platforms have also created unprecedented amounts of data, allowing tailored services and products to be delivered to consumers around the globe. But as this new international digital economy has created many benefits, it has thrown into question how its managed, not only in terms of the data created but also how this data is stored and analysed.

This module explores the challenges and opportunities this shift creates for companies, consumers and governments through a combination of lectures, seminars and student-led activities. Youll be exposed to models and frameworks that can be applied to the international digital economy. Your new knowledge will help you appreciate its scale, scope and impact in both developed and developing markets.

### **^Programme Framework for Northumbria Awards Research Rich Learning Design Pillars^**

The learning embedded in this module is research led and research informed. The module will focus on carefully selected important and critical issues regarding the opportunities and challenges that digitalisation creates for international business and trade. The core and additional reading reflect contemporary issues in the field and is coupled with the teaching teams own intellectual contributions in the form of journal articles, book chapters and case studies. You will be able to explore the latest scholarly academic and professional debates that will prepare you for a more critical appreciation, analysis and engagement with the subjects covered by the module.

Please note: the information in this document is correct at the time of printing (11/12/2023) but may be subject to change.

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# BA (Hons) Business Management - i2i Soccer Academy: Year 3 Modules

## AF6002 International Finance and Responsible Financial Management (Core, 20 Credits)

### What will I learn on this module?

This module is designed for business students to develop a non-technical understanding of the key aspects of corporate financial theory and practice. The module covers the core aspects of raising capital and determining financing, though to investing capital in major corporate decisions, and finally returning value to shareholders.

Specifically you will study in the module; Sustainable Value Management, Stock Market Efficiency, Capital Asset Pricing Model, Portfolio Theory, International Cost of Capital, Capital Structure Decisions, Dividend Policy, Corporate Valuation and International Merger & Acquisition activity.

The module has a focus on business responsibility of all of those areas, concentrating on professional codes of conduct in areas such as the banking industry, accounting and similar finance areas, and the types of dilemmas that graduates could face in professional practice. This module will develop you as a critical and reflective practitioner. In the module you will become more aware of the issues that responsible businesses face when attempting to implement financial concepts and theories into practice.

On completion of this module you will have produced a reflective learning journal (in the form of a Blog) based on your evaluation of theory to real world scenarios. As part of that journal will have watched and reflected on appropriate financial documentaries and movies which explore responsible financial management issues. Finally you will be apply your academic knowledge to a real world case and be able to critically evaluate the tensions between the financial academic theories as a responsible business attempts to maximise shareholder wealth.

critically evaluate the tensions between the financial academic theories as a responsible business attempts to maximise shareholder wealth.

### How will I learn on this module?

The module has two hours of weekly lectures in which financial concepts, theories and practice are introduced. Before and after the lecture you will be given reading on a teaching and learning plan, and you will be able to access this reading directly through an online reading list on the modules Blackboard site and through the Library website. In the teaching and learning plan you will also find weekly directed multimedia support where you are directed to access through the Blackboard site a range of appropriate financial documentaries and financial movies.

This module uses has two main core textbooks, which are eBooks available to freely access through the library. On a weekly basis you will be referred by the teaching and learning plan and in lectures to various chapters in the core textbooks, and these core textbooks have numerous end of chapter self-assessment exercises for students to practice upon.

You will have a weekly one hour seminar. The weekly seminar will reinforce the concepts introduced in the preceding weeks lectures with real world news stories drawn from the Financial Times, Bloomberg, business cases and other relevant examples of professional practice and appropriate research papers. You will be encouraged by your lecturer as post-seminar study to use your FT.com subscription and the associated FT.com phone app to explore similar relevant business stories occurring in the press at that time.

As part of the modules continuous learning strategy you will be reflecting upon the theory youve been exposed to on a weekly basis and comparing and contrasting this to contemporary events, and then writing these reflections into a learning journal (which is in the form of a weekly blog). You will at the end of this period of writing your learning journal write a Statement of Learning, which is your reflection on your complete learning journey as you have progressed through the module.

### How will I be supported academically on this module?

The academics in the teaching team taking both the lectures and seminars will provide input and support to you. Lectures are recorded on this module and made available to you through a variety of means including direct streaming and portable MP3 and MP4 files which you can download to use offline. This allows you to access and digest the lecture materials post-lecture at your own pace, and review and revise the lecture material on a variety of platforms and devices. The seminars provide you with weekly opportunities for direct and interactive formative feedback on progress and understanding. At least one of the seminars will be dedicated to giving you a formative feedback opportunity on your reflective journal entry, and another seminar will be dedicated to the assignment requirements and advice.

This module is supported with a site on the e-Learning Portal (Blackboard). This site stores for you the lecture materials, the lecture recordings and supplementary seminar materials. The site is also the launchpad for you to access a variety of e-Learning resources including videos, documentaries and radio broadcasts using the Box of Broadcasts Library service. In addition the site has instructions for how you access a Financial Times subscription news service, contains links to news clippings from the FT.com for you to access and read on a weekly basis, and has instructions on how you can download the FT.com app for a variety of mobile devices.



The modules Online Reading List can be reached through the e-Learning Portal. This list provides you with a single comprehensive list of links from which to access all of the modules eBooks, news resources and directed learning academic articles. The site also has a discussion board, on this board you are encouraged to post your weekly Blog posts and participate in peer review of your fellow students as part of your learning on the module.

directed learning academic articles. The site also has a discussion board, on this board you are encouraged to post your weekly Blog posts and participate in peer review of your fellow students as part of your learning on the module.

### **What will I be expected to read on this module?**

All modules at Northumbria include a range of reading materials that students are expected to engage with. The reading list for this module can be found at: <http://readinglists.northumbria.ac.uk>  
(Reading List service online guide for academic staff this containing contact details for the Reading List team  
<http://library.northumbria.ac.uk/readinglists>)

### **What will I be expected to achieve?**

Knowledge & Understanding:

\* You will be able to come to reasoned, critical judgements regarding the impact of financing and dividend decisions on shareholder wealth with an ability to contrast theory from practice. [LO1]

\* You will be able to propose justifiable, sustainable and responsible solutions, based on your critical evaluation of empirical academic evidence, to complex real world financial problems. [LO2]

Intellectual / Professional skills & abilities:

\* You will be able to display developed reflection and critical analysis skills through exploring financial practice and real world financial decisions. [LO3]

Personal Values Attributes (Global / Cultural awareness, Ethics, Curiosity) (PVA):

\* You will be able to critique the codes of conduct that finance professionals are governed by, and be able to evaluate dilemmas that responsible businesses face when making financial decisions with complex consequences. [LO4]

### **How will I be assessed?**

The assessment will be by 100% assignment, with a range of tasks which fully covers all the module learning outcomes. [LO1, LO2, LO3, LO4]

### **Pre-requisite(s)**

None

### **Co-requisite(s)**

None

### **Module abstract**

Responsible financial management is at the heart of business decision making. How much should we spend? How much should raise the money? What sustainable value are we creating? These are all crucial international corporate finance questions. This module takes a holistic and reflective approach to your learning, with you developing a portfolio of your consideration of financial topics. You will engage with financial news stories in the Financial Times or Bloomberg and apply your learning on the module to them, as well as your reflections on financial documentaries, movies and leading applied research in the area which are available on the modules eLP. This module will develop you to have an awareness of contemporary financial events and the underpinning academic literature surrounding them, so that when you go for an interview with an employer you are able to display a reflective, evaluative and critical understanding of the financial challenges modern business face.

### **^Programme Framework for Northumbria Awards Research Rich Learning Design Pillars^**

This module is research-led and involves you learning about international corporate finance by engaging with world leading research, including the work of numerous Nobel prize winners. This module takes an applied and empirical approach to the teaching of corporate financial theory, not just focusing on what the theory says, but instead focusing on what leading researchers have found when they have conducted surveys of applied practice. This empirical work highlights key practice-theory gaps which are the challenges that modern businesses face when attempting to make key decisions. Beyond the depth of financial research included in the taught lecture content, you will on a weekly basis be directed in the Online Reading List and you will engage in reading the seminal articles in the area. The entire basis of the seminars and the reflective journal assessment strategy is you actively applying this research and theory to contemporary business problems. In this research-tutored environment you will build your portfolio to including your critiques of the leading academic theories, and your evaluation of how applicable these theories are for the challenges facing modern responsible businesses.

## **HR9636 Strategic Leadership for Responsible Organisational Change (Core, 20 Credits)**

### **What will I learn on this module?**

Change is a constant factor in today's globalised business world. All organisations, whether private, public NFP or social enterprises need to adapt to a rapidly changing external environment and world developments in technology and economics, the call for more social responsibility, wicked problems such as climate change, increased international competition and global pandemics. In order to address these issues, organisations need to create strategy that can respond as required in an agile manner and develop leaders who can get the best out of their teams in times of uncertainty and change.

Strategic Leadership and Organisational Change will equip you with the key graduate tools necessary for you to critically engage with the nature of strategy and change. It will critically examine the processes involved in setting an organisation's direction, objectives and priorities in changing landscapes, in focusing internal energy and resources to achieve the objectives and in aligning internal and external stakeholders. The module deals with analysis, decision making and planning alongside the implementation of strategic plans and organisational change programmes to meet key internal and external objectives. The module will introduce you to effective strategic leadership and tools and instruments that can help you in developing and implementing effective strategies which are central to your future employability, enterprise or entrepreneurial activity. You will learn how to critically engage with change models, to questioning their relevance in an unstable world and recognise the value of unpredictable crisis driven change. You will examine the inequalities and unintended consequences borne out through change programmes and critically appraise the nature of leadership by engaging with leadership theorising.

### **How will I learn on this module?**

Your learning is supported through tutor-led and learner-led session activities, also through tutor-directed and self-directed independent study.

Tutor-led research-informed sessions will help you to develop your conceptual and theoretical understanding of the topic areas. Tutor-supported activities will allow you to actively and critically engage with that content and cultivate the necessary analytical skills and professional values. Learners will work in asynchronous groups utilising online technologies to work together replicating modern business practice, critically examining how a range of organisations respond to these challenges using real world data. Your learning is also supported by appropriate learning technologies that include extensive and carefully curated learning resources from the worlds leading HR researchers and practitioners, to enable your self-directed learning.

Your independent self-directed learning will involve you self-identifying learning activities, such as further academic reading, to gain a deeper and broader knowledge of the subject.

### **How will I be supported academically on this module?**

The learner-led, tutor-guided activities are organised in groups of around 20-30 learners working in smaller teams. This approach provides a closer, more personal academic support.

Academics will support you through the led sessions and in planning the types of activities you should be engaging in during your independent study time. They are also available upon request to support you outside of formal session time by responding to questions or concerns that you might have either via email or via individually pre-arranged appointments and/or drop-in sessions.

Academic support is also provided through the provision of a range of University learning support services. A wide range of online support materials is also available through the virtual learning environment. These materials include recordings, webcasts, pre-recorded sessions, key academic skills, also an electronic reading list including RSS feeds that showcase the application of various practices presented in the module.

To support you in your academic progress, you will receive both formative and summative feedback on your work through the course of each academic year. Regular formative feedback on class activities provides you with the necessary guidance to scaffold your knowledge and understanding of the key concept and principles of the subject to enable your success in the final summative assessment.

Summative feedback/feed-forward will be provided on your work after it has been assessed and graded. You should use all feedback that you receive to identify areas of strength and areas for future study and improvement

### **What will I be expected to read on this module?**

All modules at Northumbria include a range of reading materials that students are expected to engage with. The reading list for this module can be found at: <http://readinglists.northumbria.ac.uk>

(Reading List service online guide for academic staff this containing contact details for the Reading List team  
<http://library.northumbria.ac.uk/readinglists>)

### **What will I be expected to achieve?**

Knowledge & Understanding:

\* Develop Knowledge and understanding of effective strategic leadership and tools and instruments including recognition of how technology impacts strategic leadership and change [MLO1]

\* Understand the processes involved in setting an organisation's direction, objectives and priorities in changing landscapes [ML02]

Intellectual / Professional skills & abilities:

\* Gain the ability to critically engage with change models and questioning their relevance in an unstable world [MLO3]

Personal Values Attributes (Global / Cultural awareness, Ethics, Curiosity) (PVA):

\* Develop an awareness of your own values and leadership style and how that impacts on others [MLO4]

### **How will I be assessed?**

The assessment for this module consists of two elements:

Critical analysis of how responsible change has been designed and led in an organisation within a chosen industry (2000 words).

Individual Reflection on personal leadership style, skills and values; and personal resistance to change (1000 words).

Critical Analysis = 75% Marks [MLO1] [MLO2] [ML03]

Individual Reflection = 25% Marks [ML04]

Feedback strategy

Feedback on your summative performance on this module will be provided in the form of written or oral feedback on both the group work artefact the submitted assignment. A peer assessment strategy will determine your performance working as part of a group.

Formative feedback will be provided throughout the module, particularly in relating to webinar and seminar tasks. Students should, however, be aware that formative feedback can, and will, occur in any communication with an academic tutor.

#### **Pre-requisite(s)**

None

#### **Co-requisite(s)**

None

#### **Module abstract**

Strategic Leadership and Organisational Change skills are highly sought after in today's business environment. This module will equip you with the knowledge and skills you need to develop sustainable strategy, practice ethical leadership, and initiate and lead change within an organisation. To develop your leadership capabilities, the module uses lectures and practice-focused seminars to develop a deep theoretical understanding of the topics, alongside exploring how to develop strategy and change programmes in an applied setting. You'll be assessed on your ability to reflect on, and critique contemporary cases from recent practice, as well as develop your own change programme strategies for a chosen organisation.

#### **^Programme Framework for Northumbria Awards Research Rich Learning Design Pillars^**

This module is research-led and research-tutored. Our academic programme teaching teams comprise experienced management practitioners and researchers. To maintain their professional esteem, they are actively engaged in consultancy, enterprise, organisational consultancy or research activities. The activities of those involved on the module team directly inform the content of the module. You will also develop your understanding of relevant contemporary research studies through your engagement with the wider subject reading and through your own self-identified routes such as the professional press and professional websites and social media feeds. Within some of the tutor-led and learner-led sessions you will work with recent research outputs, having the opportunity, with support and guidance from your peers and your tutor, to discuss and critically evaluate this research and to draw practice-based recommendations.

## **HR9637 Transforming Self and Organisations (Core, 20 Credits)**

#### **What will I learn on this module?**

Successive global and national crises and organisational failures have demonstrated that conventional approaches to understanding and managing organisations and their people are less than effective.

Transforming Self and Organisations will support you in developing alternative approaches to analysing organisations, people and work practices. Building upon the multiple perspectives that you have been introduced to in the second year of your programme and upon your understanding from the module People, Management and Organisations, a research-rich curriculum will enable you to develop your appreciation and application of Critical Management tools and perspectives which challenge conventional approaches to understanding organisations. Drawing upon tools from, for example, identity, aesthetics, power and culture, you will develop your capabilities for questioning the neoliberal status-quo and the politics of managerialist and performance-driven agendas. You will examine the practices of large corporates through to SMEs, NFPs and social enterprises, interrogating, challenging, questioning what is typically taken-for-granted, seen as usual and appropriate, to recognise the inherent power and control that exists, to propose far-reaching change within organisations and society that prioritises fairness, justice, equality, diversity and sustainability. Your learning will place you in good stead to bring about future transformation within organisations. In adopting these alternative Critical perspectives on organisations so this may also challenge your own assumptions, values and beliefs transforming yourself. This learning will be invaluable to your future employment, enterprise/entrepreneurial activity.

#### **How will I learn on this module?**

Your learning is supported through tutor-led and learner-led session activities, also through tutor-directed and self-directed independent study.

Tutor-led research-informed sessions will help you to develop your conceptual and theoretical understanding of the topic areas. A collaborative, learner-led, tutor-guided problem-based learning approach will support your application of these concepts and theories. Application will be made to, for example, real-world case-studies and contemporary management issues of multinational corporations, regional/local SMEs through to public and not-for-profit organisations and social enterprises drawn from within your own management sub-discipline area.

Your learning is also supported by appropriate learning technologies that include extensive and carefully curated learning resources from the worlds leading HR researchers and practitioners, to enable your self-directed learning.

Your independent self-directed learning will involve you self-identifying learning activities, such as further academic reading, to gain a deeper and broader knowledge of the subject.

### **How will I be supported academically on this module?**

The learner-led, tutor-guided activities are organised in groups of around 20-30 learners working in smaller teams. This approach provides a closer, more personal academic support.

Academics will support you through the led sessions and in planning the types of activities you should be engaging in during your independent study time. They are also available upon request to support you outside of formal session time by responding to questions or concerns that you might have either via email or via individually pre-arranged appointments and/or drop-in sessions.

Academic support is also provided through the provision of a range of University learning support services. A wide range of online support materials is also available through the virtual learning environment. These materials include recordings, webcasts, pre-recorded sessions, key academic skills, also an electronic reading list including RSS feeds that showcase the application of various practices presented in the module.

To support you in your academic progress, you will receive both formative and summative feedback on your work through the course of each academic year. Regular formative feedback on class activities provides you with the necessary guidance to scaffold your knowledge and understanding of the key concept and principles of the subject to enable your success in the final summative assessment.

Summative feedback will be provided on your work after it has been assessed and graded. You should use all feedback that you receive to identify areas of strength and areas for future study and improvement.

### **What will I be expected to read on this module?**

All modules at Northumbria include a range of reading materials that students are expected to engage with. The reading list for this module can be found at: <http://readinglists.northumbria.ac.uk>

(Reading List service online guide for academic staff this containing contact details for the Reading List team <http://library.northumbria.ac.uk/readinglists>)

### **What will I be expected to achieve?**

Knowledge & Understanding:

- \* Obtain in-depth knowledge of past and contemporary developments in Organisation Theory [MLO 1]
- \* Understand and critically analyse contemporary organisations and professional practices [MLO 2]

Intellectual / Professional skills & abilities:

- \* Challenge your knowledge of organisation theory and critically reflect on your beliefs and attitudes towards managing people [MLO 3]

Personal Values Attributes (Global / Cultural awareness, Ethics, Curiosity) (PVA):

- \* Develop critical enquiry of organisations in order to identify key issues related to responsible management [MLO 4]
- \* Conduct an original research investigation that analyses an organisation from a critical perspective [MLO 5]

### **How will I be assessed?**

Summative assessment components:

There will be two summative assessment components:

1. Online Quiz(s) 25% (MLO1-MLO2)
2. Individual Assignment (comprising critical analysis and personal reflection) (3000 words) 75% (MLO1-MLO5)

Feedback

You will receive written summative feedback on both assessment components which evaluates your performance on submitted work and indicates areas for improvement.

You will receive formative feedback from your seminar tutor; this will involve face-to-face feedback and will take place during the seminars on the programme, where you will also be able to share ideas and assignment plans with fellow learners.

### **Pre-requisite(s)**

N/A

### Co-requisite(s)

None

### Module abstract

Successive crises and organisational failures demonstrate that the conventional management of organisations and their people are not wholly effective. Transforming Self and Organisations will support you to develop alternative approaches through a research-rich curriculum that will develop your understanding and application of critical management tools and perspectives. Exploring identity, aesthetics, power and culture, you'll develop your capabilities for questioning the neoliberal status-quo and the politics of managerialist and performance-driven agendas. You'll interrogate and challenge typically taken-for-granted assumptions within organisations to recognise the inherent power and control that exists, and then propose change within these organisations to prioritise fairness, justice, equality, diversity and sustainability. Your learning will place you in good stead to bring about future organisational transformation. These critical perspectives on organisations may also cause you to challenge your own assumptions, values and beliefs.

### ^Programme Framework for Northumbria Awards Research Rich Learning Design Pillars^

This module is research-led and research-tutored.

Our academic programme teaching teams comprise experienced management practitioners and researchers. To maintain their professional esteem, they are actively engaged in consultancy, enterprise, organisational consultancy or research activities. The activities of those involved on the module team directly inform the content of the module. You will also develop your understanding of relevant contemporary research studies through your engagement with the wider subject reading and through your own self-identified routes such as the professional press and professional websites and social media feeds.

Within some of the tutor-led and learner-led sessions you will work with recent research outputs, having the opportunity, with support and guidance from your peers and your tutor, to discuss and critically evaluate this research and to draw practice-based recommendations.

## NX9624 Management Enquiry (Core, 40 Credits)

### What will I learn on this module?

The Management Enquiry module is a student-led individual project that enables you to undertake a significant piece of assessed work commensurate with a capstone module. The module aims to provide you with an opportunity to demonstrate an authentic engagement with managers and/or professionals in your discipline, and to integrate the knowledge you have developed during your programme to explore the theory in practice. The learning on this module is experiential and problem based, where the focus is upon you discovering, probing and questioning key practice-based issues. Through the module you will be offered the opportunity to develop and enhance key transferable employability skills including; time management, project management, communication (written, aural and verbal), negotiation, persuasion and influence, discovery, initiative, problem-solving and analysis.

The module has five thematic areas; explore, review, engage, reflect and connect. These form the key elements of the assessed submission.

#### Part A (35%, 3,500 Words)

\* Explore: Interviewing a manager and/or professional in your discipline. In this interview you will either explore a key issue which you feel the discipline is facing or, alternatively, explore with the manager or professional the key issues that they feel they are facing in practice. It is expected that you will apply appropriate interview methods and provide evidence of the interview within the submitted enquiry report (e.g. within the appendices).

\* Review: Critically examining the appropriate literature to support the exploration, displaying an ability to critically assess and appraise the knowledge of your discipline related to a specific key issue arising from your exploration.

#### Part B (65%, 6,500 Words)

\* Engage: Displaying an authentic engagement with the discipline problem/issue identified in Part A, by collecting/generating and analysing further live data (beyond the initial interview) regarding the discipline problem/issue. This live data may be primary data (e.g. further interviews with, or questionnaire to, managers and/or professionals in practice) or secondary data (e.g. industry data). Application of appropriate, ethically-considered, research methods and appropriate qualitative or quantitative data analysis.

\* Reflect and Connect: Demonstrating an ability to critically evaluate and reflect on the issues arising from the Management Enquiry. Demonstrating how you have connected and fed-back to the participants of the Enquiry (usually the manager and/or participants) your key findings to provide clear prioritised, well-justified, practical and actionable recommendations for change/enhancement/improvement to existing practice to show how the recommendations would potentially affect workplace professional decision making.

### How will I learn on this module?

The module is an individual student-led enquiry, but you are supported by, initially, weekly lectures and workshops which provide an introduction to undertaking Business-Management enquiry research followed by one-to-one or small-group supervision meetings. You will study on the same taught sessions as students taking the Dissertation module, with the taught elements of the module covering the following topics; developing a literature review, researching ethically, quantitative research techniques, qualitative research techniques, quantitative analysis techniques and qualitative analysis techniques. These taught sessions will introduce you to the underpinning knowledge necessary for undertaking an individual student-led investigation into an applied business problem or issue. The workshops provide you with the opportunity to put this knowledge into practice for your own proposed research area.

The one-to-one or small-group supervisions with your allocated supervisor give you the opportunity to seek guidance to support your Management Enquiry. Your supervisor will not instruct you but will provide you with on-going formative feedback on your progress as you engage with the Management Enquiry process. Supervisors will be appointed in line with NBS policy which recognise the requirements of professional bodies and AACSB accreditation.

A supporting reading list provides you with key references to enable you to undertake a more detailed and in-depth review of your enquiry. You will be expected to keep up-to-date with your project tasks. To aid with self-assessment a portal is available to encourage your experiential learning through, journals, development of project meetings etc.

### **How will I be supported academically on this module?**

The selection of a suitable Management Enquiry topic rests with you, the student. A key element of this module is the experiential nature of exploring and discovering an area of the academic literature which you then take to managers and/or professionals to investigate in practice.

However, to achieve this, you will be supported by the following academic staff:

- \* Lecture tutors
- \* Seminar-workshop tutors, who will have an interest in your programme subject area, or a related field
- \* Supervisor, who will have an interest in your programme subject area, or a related field

You will also be provided with support from your peers in the workshops.

The module is supported by an e-learning portal, which acts as a repository for: lecture materials, workshop materials, assessment details. In addition, the eLP houses the online reading list (including direct links to textbooks, journal papers, academic and conference reports) and various support facilities such as the recordings of certain lectures.

### **What will I be expected to read on this module?**

All modules at Northumbria include a range of reading materials that students are expected to engage with. The reading list for this module can be found at: <http://readinglists.northumbria.ac.uk>

(Reading List service online guide for academic staff this containing contact details for the Reading List team  
<http://library.northumbria.ac.uk/readinglists>)

### **What will I be expected to achieve?**

Knowledge & Understanding:

- \* Critically evaluate and assess contemporary knowledge of theory, research and professional practice. (MLO1)
- \* Critically apply knowledge of business and management to identify complex real-world problems in professional practice (MLO2)

Intellectual / Professional skills & abilities:

- \* Undertake an independent self-managed Management Enquiry involving primary research, adopting an evaluative and critical perspective, thereby critically reflecting upon professional practice. (MLO3)

Personal Values Attributes (Global / Cultural awareness, Ethics, Curiosity) (PVA):

- \* Critically evaluate the ethical implications of the research work undertaken. (MLO4)
- \* Develop and appraise key employability capabilities, including; time management, project management, communication (written and verbal), negotiation, persuasion and influence, discovery, initiative, creativity and innovation in problem-solving and analysis. (MLO5)

### **How will I be assessed?**

The module assessment comprises two components, each of which is in the form of a business report, which demonstrates the students engagement with the five themes of the module.

- \* Part A: Explore and Review (35%, 3,500 words)
- \* Part B: Engage, Reflect and Connect (65%, 6,500 words)

This will address MLO1, MLO2, MLO3, MLO4 and MLO5.

Formative assessment will take place through applied peer activities. You will receive on-going formative feedback from your supervisor and throughout the period of your engagement with the Management Enquiry process.

Full and detailed guidance will be given on this assessment. The eLP will be used to permanently host this detailed guidance, also a copy of the marking criteria, to ensure that students can access it throughout the Management Enquiry process.

### **Pre-requisite(s)**

None

### **Co-requisite(s)**

None

### **Module abstract**

The Management Enquiry module aims to provide you with an opportunity to demonstrate an authentic engagement with managers and/or professionals within your discipline, and to integrate the knowledge developed during your programme of study to explore theory in practice. Your learning on this module is experiential and problem-based, with a focus upon you discovering, probing, questioning and critically reflecting upon practice-based issues.

You will meet and discuss with a manager/professional within your discipline to scope an initial problem or issue that you will then explore. You will review this issue/problem, examining the depth of pre-existing academic knowledge. You will then undertake the collection/generation of primary or secondary data to probe and investigate this issue/problem more widely. Having analysed your data, you will feed-back to the participants of the Enquiry (usually the manager and/or participants) your key findings to provide clear prioritised, well-justified, practical and actionable recommendations for change/enhancement/improvement to existing practice to inform workplace decision-making.

#### **^Programme Framework for Northumbria Awards Research Rich Learning Design Pillars^**

The module is grounded in research process and problem-solving, focused on identifying and researching (a) problems/issues facing (an) organisation/s. This emphasises enquiry-based learning and will involve you being an active participant in your learning, using the knowledge gained during your degree. The enquiry-based nature of this research is further reinforced through the structure of the summative assessment. Through undertaking such a Management Enquiry you will not only develop a depth of knowledge of a specialised area within your subject field, but you will also enhance your abilities and competence across a range of graduate employability skills, including; project planning and management, time management, communication and negotiation skills.

The module is informed by a research-orientated, research-tutored and research-led curriculum. In the initial supporting sessions, you will critically engage with extant research outputs (research-tutored), develop your understanding of different research approaches (research-led) and will learn how to research (research-orientated). These sessions will introduce you to a breadth of different approaches to conducting research and specifically, the tools and techniques for data generation/collection, such as interviews, focus groups, visual methods, questionnaires; also, tools for quantitative and qualitative data analysis. Your additional reading and independent study, informed by the detailed online module reading list, will further support your knowledge and understanding across your chosen subject discipline.

## **SM9633 International Business and Innovation (Core, 20 Credits)**

### **What will I learn on this module?**

This module aims to provide you with insights into some key considerations that international businesses need to be aware of. Creating and appropriating value from international business strategy, and aligning with innovation for competitive advantage, are topical aspects that you will engage with in this module.

1. Analysing and ascribing characteristic to organisations in international businesses and note how they change and emerge over time (Cultural profile, Presence and strategic structure profile: International, Multinational, Global and Transnational)
2. Key competitive advantage in international business
3. Multidimensional capabilities
4. First mover advantage in international business: from a strategy of position to that of movement
5. Managing Networks in International Business
6. Innovation and the international business context
7. Ethics and International business Glocal and Global a holistic perspective

### **How will I learn on this module?**

There will be 2 hours of lecture each week and 2 hours seminar every other week The lecture will elaborate on the content with short examples while the seminar will be an opportunity to dwell into case analysis to develop your ability to deploy the concepts and frameworks to international business contexts.

You will be expected to do the readings for each session and; read and prepare materials designated for the seminar.

### **How will I be supported academically on this module?**

Support will be provided to you by a member of academic staff leading the module and providing the lecture input. You will also gain from interaction with a number of other academic staff who will cover different lectures and seminars.

Your module is supported by an e-learning portal, which houses lecture and seminar materials, alongside assessment details and various support facilities.

You will be provided with a wide-ranging electronic reading list that comprises of various academic reports, conference papers and journal articles that showcase the application of various quantitative techniques presented in the module.

### **What will I be expected to read on this module?**

All modules at Northumbria include a range of reading materials that students are expected to engage with. The reading list for this module can be found at: <http://readinglists.northumbria.ac.uk>  
(Reading List service online guide for academic staff this containing contact details for the Reading List team  
<http://library.northumbria.ac.uk/readinglists>)

### **What will I be expected to achieve?**

#### Knowledge & Understanding:

\* Critically assess key considerations that international businesses need to be aware of and deploy in their strategy and both appreciate and critically evaluate how these considerations relate with strategy formulation and delivery. (MLO1)

#### Intellectual / Professional skills & abilities:

\* Demonstrate and evaluate effective communication and team working through the practical analysis of a case scenario. (MLO2)

\* Enhance the ability to understand inter-linkages between key facets that contribute to sustainability and formulation of effective international business strategies. (MLO3)

### **How will I be assessed?**

The module assessment comprises one component (100%), an individual assessment which includes identification and critique of the international parts of a chosen company's business that applies theories and analytical frameworks from class (3000 words).

The assessment will address MLO1, MLO2 and MLO3.

### **Pre-requisite(s)**

Level 4 global business environment (or equivalent)

### **Co-requisite(s)**

None

### **Module abstract**

In formulating and delivering international business strategy some key considerations have been argued as platforms on which such a strategy would become more sustainable, more specifically- innovative departures and value generation and appropriation in the international business arena. Your understanding and critical appreciation of these will help you become an astute international business manager with foresight, and with an ability to not only formulate strategy but also evaluate it from a long run perspective.

### **^Programme Framework for Northumbria Awards Research Rich Learning Design Pillars^**

You will be using a focused reading list that comprising academic papers and a core text book in addition to several optional ones to further enhance your knowledge of perspectives and contexts. The core book is being used across the IM modules. You will work in groups for one part of the assessment and will be discussing case studies in seminars and lectures aligned with the concepts and frameworks introduced in class. Ability to critique international business strategy formulation and delivery from a long term sustainability perspective will be a focus

\* Draw on examples and cases and also do their own research into firms for assessment and for seminars

\* Discuss and reflection classic and topical readings that relate innovation and international business, and value propositions sought)

\* Produce analytical and interpretative synthesis of chosen contexts in assessment and also be able to critique approaches in IB in relation to innovation and value generation and appropriation

Technology enabled Learning NA

Please note: the information in this document is correct at the time of printing (11/12/2023) but may be subject to change.

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