

**Overview of
structure and
progression at
the BA (Hons)
Business
Management**

Programme aim and structure

This document explains the structure and the academic progression of the Bachelor of Arts (Hons) in Business Management programme.

The first section will explain why modules are sequenced as they are at a specific level and the second section will explain why modules are placed at a specific level. An important part of why a module is at a specific level is how the academic prerequisites for later modules are expected to be fulfilled by the previous modules and therefore this is part of the second section as well. Finally, the third section will explain why modules are selected to be either core modules or electives.

The overarching aim of the Business Management programme is to support students to acquire and develop the knowledge, skills, and behaviours necessary to work effectively, confidently, and responsibly within a wide range of business organisations and corporate functions. It provides students with an excellent grounding in all aspects of business management, incorporating knowledge from a range of disciplines such as accounting, finance, human resource management, marketing, and sustainability. These disciplines and philosophies have been combined within the degree to provide students with a broad and coherent programme that provides an advanced general education for business. While providing students with a background in all areas of business, the programme is designed to enable students to specialise in industry relevant areas.

The programme foundation is theory-based, with an emphasis on application of concepts in practice in a global context. The programme embraces collaborative and flexible learning. It has been designed to enable the scaffolding of learning across the years of study.

Table 1 Programme structure

Code	Module Title	Credits	Core/Elective
Level 4			
BABM1001	Foundations of Business Management	30	Core
BABM1002	Introduction to Marketing	30	Core
BABM1003	Accounting and Budget Management	30	Core
BABM1004	Human Resource and People Management	30	Core
Level 5			
BABM2001	Finance and Reporting for Management Decisions	30	Core
BABM2002	Contemporary Issues in Sustainable Business	30	Core
BABM2003	Business Research and Analysis	30	Core
BABM2004	Ethical and Responsible Leadership	30	Elective
BABM2005	Global Operations and Supply Chain Management	30	Elective
Level 6			
BABM3009	Dissertation	30	Core
BABM3307	Business Strategy and Simulation	30	Core
BABM3001	Digital Transformation and Innovation in Business	30	Elective
BABM3002	Business Analytics and Managing Data	30	Elective

Code	Module Title	Credits	Core/Elective
BABM3003	Critical Issues in Global Business	30	Elective
BABM3004	Managing Business Projects	30	Elective
BABM3005	Change, Innovation and Knowledge Management	30	Elective
BABM3006	Crisis and Risk Management	30	Elective

The sequence of the modules at each level

Level 4

Students who come into this programme do not need prior business knowledge, however it is anticipated that students will enter the programme with a wide variety of knowledge and experience in the area. The modules in Level 4 have been specifically chosen to provide a grounding in contemporary Business Management, therefore providing a level playing field to entrants on the programme. The modules chosen for this are:

- Foundations of Business Management – providing an overview of the basic principles
- Human Resource & People Management – how managing and recruiting people is one of the key areas of focus for any organisation
- Accounting & Budget Management – an introduction to the basics of accounting and finance
- Introduction to Marketing – how to sell your product and services to the relevant external audience

Each module provides an introduction into each specific area, giving students an overview of important themes and topics within Business Management, and also linking to modules in Level 5. For example, Accounting & Budget Management in Level 4 links to Finance and Reporting for Management Decisions in Level 5.

The first year modules are self-contained and hence the sequencing of the modules will vary within the cohort with some students starting their year doing BABM1001 & BABM1002 and other students doing BABM1004 and 1004. It must be stressed that all students will start their studies with a two-week intensive induction period with academic workshops aimed at leveling the field and providing all students with the same understanding of academic study skills.

The Foundations of Business Management module introduces students to the external context of business practice and understanding the impact of globalisation on business and an introduction to business law. Students will learn about how key internal business functions are successfully integrated into business organisations and how this, in turn, positions organisations for external success.

The Human Resource & People Management module introduces students to the importance of managing people and organisational behaviour in the workplace. Within this module, students learn about current practices, trends and theories within the HR profession. Students will also be introduced to the interpersonal dynamics of politics, power, change, and conflict. Towards the end of the module, students will deliberate how organisational reliance on technological advancement is reshaping the nature and character of “work”. They consider questions about strategic alignment among the different stakeholders within an organisation — including how that alignment (or lack thereof) impacts training, policies, jobs, systems, and organisational development.

The Accounting & Budget Management module is designed to give a very generalised introduction to the wide area of accounting and finance. It is intended to concentrate on using financial data instead

of the deep methodological basis of accounting practice. Students will be introduced to the principles of budgeting. They will explore accounting and budgeting in practice. The module will give students the ability to learn how to make informed business decisions and lead with confidence and influence in your contemporary business context.

The Introduction to Marketing. This module introduces students to core marketing principles, theories, and practices. It is expected that students will have a good understanding of the marketing process and gain the ability to reflect critically on contemporary marketing practices from this module. The module is intended to provide both an introduction to the topic as well as providing students with a basic grounding in the theory and practice of marketing as a business management discipline.

The stakeholder analysis undertaken by DMU highlighted be beneficial, particularly in understanding the nature of international markets and competition. The need to understand the global environment is essential, particularly in terms of cultural norms and etiquette. For example, international trade laws, border compliance, impact of Brexit on trade and the varying perspectives of business worldwide.

Small/Micro Business – Students should have an understanding of the differing pressures on small businesses given they represent 99% of UK organisations. Some concerns were raised that students tend to focus on larger businesses and this could develop unrealistic expectations.

The Legal Environment – It is recognised that non-law graduates would not be experts but an understanding of legal risks and practice would help. Examples provided include, GDPR, contract law, consumer rights and employment law.

Political Awareness – An understanding of the political environment for business was identified. This was raised alongside the need for students to be aware of political sensitivities and the impact of government strategy/public policy.

Level 5

The aim of Level 5 is to provide students with an understanding of the position of business within the wider world; looking at contemporary ways of working from a cultural, social and economic perspective. This assumes that the students have now grasped the basic principles of the subject areas taught in Level 4 and can now debate and analyse the performance and impact of business on the wider world. The modules are:

- Finance and Reporting for Management Decisions
- Contemporary Issues in Sustainable Business
- Business Research & Analysis
- Ethical & Responsible Leadership
- Global Operations & Supply Chain Management

The Finance and Reporting for Management Decisions module will build upon the theoretical and conceptual knowledge the students gain from the Accounting & Budget Management module. However, the module is designed to equip students with key knowledge of drivers of decision-making, including financial and non-financial considerations. Students will be able to interpret financial and non-financial data and use their knowledge to inform decision-making. Students will learn how to interpret and analyse organisations' financial performance, cash flows and financial position from their published accounts.

The Contemporary Issues in Sustainable Business module will be building upon the basic understanding and knowledge the students gain from the Foundation of the Business Management module. Within this module, students will thus learn the multifaceted nature of sustainability and understand how the different dimensions of sustainability (social, economic, and environmental) can

be meaningfully integrated into business strategies and operational tactics. This will enable students to start their journeys toward future transformative occupations, whatever and wherever these might be.

The Business Research & Analysis module introduces students to the essential business research methodologies, approaches and tools. The module takes over from the skills picked up at level 4. It explores some of the philosophies and theoretical perspectives underpinning the many different ways of conducting research, providing students with an opportunity to explore postgraduate study as an option. It provides practical examples and guidance on planning and implementing research. This module also provides a grounding to the final year Dissertation for the Business and Management module. The key skills taught and assessed in the module will include advanced use of Excel and/or SPSS, data analysis (Statistical and Thematic) and reporting.

The Ethical & Responsible Leadership module is intended to provide students with a solid foundation of knowledge and awareness concerning ethical and responsible business-related leadership issues. Students will be able to enhance the basic knowledge they have learned from the Foundations of the Business Management module in Level 4 and be supported to critically explore ethics and responsible leadership issues in the private, public and social enterprise sectors, covering topics such as corporate social responsibility, sustainability, professionalism and ethically driven responsible leadership, including the extent to which statutory regulations and values secure corporate accountability. In so doing, students will gain insights into the internal and external accountability structures aimed at producing an ethical organisation. This module aims to equip students with analytical tools and concepts to drive responsible decision-making, highlighting the difference between compliance- and ethically-driven behaviours. Therefore, the module will incorporate a theoretical and practical understanding of real-world issues from the UK and global perspectives. The UN Global Compact's Principles for Responsible Management Education (PRME), GCU's Common Good attributes and the UN Sustainable Development Goals will be used to situate the content and aims of this module within the broader aims and ambitions of GSBS for its graduates.

The Global Operations & Supply Chain Management module will cover supply chain management (SCM) topics, including design of products and services capacity management, process design, logistics and transportation, ERP, Inventory Management and so on. This module aims to prepare students for entry-level jobs in managing the production and distribution of goods and services. They will build upon the basic principles they learned in Level 4 modules. This module aims to understand the techniques and tools utilised to effectively and optimally produce and distribute goods and services in business organisations and manufacturers.

Level 6

The modules at this level allow students to expand their professional skills and career development. These modules provide an opportunity to broaden students' curriculum and allow them to study a specific topic that may be interesting to them. These modules are directly linked to the topics covered in Levels 4 and 5.

The modules are:

- Business Strategy & Simulation
- Dissertation
- Digital Transformation and Innovation in Business
- Business Analytics & Managing Data
- Critical Issues in Global Business
- Managing Business Projects
- Change, Innovation & Knowledge Management
- Crisis & Risk Management

The Business Strategy & Simulation module will give students the opportunity to create and run their own virtual business using simulation software to replicate the real business world. This module will equip students with understanding in depth and apply in practice some models and concepts they have learned during the level 4 & 5 modules for building a firm's "competitive strategy" and "corporate strategy". To survive and prosper, firms must be able to create and sustain competitive advantage over a significant period of time. Students will be able to assess the strategic position of corporations operating in complex global markets.

The Dissertation module provides an opportunity for students to undertake an independent study in an area of special interest within the broad area of business management. It builds on their introductory business research skills learned during the Business Research and Analysis and prepares them for postgraduate research study if they wish to pursue further studies. This module draws on the academic skills and practices students have been inculcated with from the commencement of the programme.

The Crisis & Risk Management module takes a counter-intuitive but important step in considering how organisations are exposed to and deal with crises, risks and business interruptions. The module synthesises two essential components, each of which has underlying theory and practice: crisis management and risk management. This module examines how business continuity is enabled through effective crisis handling and risk management. This module will build on the key concepts and skills acquired in the foundations of business management and contemporary issues in sustainable business modules will enable students to develop and experiment with a wide range of professional skills with a focus on risk and crisis management.

The Change, Innovation & Knowledge Management module looks at innovation as an essential component in determining and maintaining competitiveness and ensuring enterprises' long-term survival. Without innovation and the adoption of innovative technology, a firm's chances to be competitive in the world arena diminish. This module focuses on the interfaces between technology and innovation from managerial perspectives. This module introduces students to how organisations manage change and innovation, which is central to their growth, survival, and success. By the end of the module, students should be able to understand managerial strategies organisations use to manage the different types of innovation and how they seek to benefit from them.

The Critical Issues in Global Business module is designed to critically evaluate how current world issues affect business management and performance. It considers societal changes and movements as well as broader global events. The module brings to the mainstream niche discourses that have the indicative potential for broader impact. Students will have the opportunity to develop knowledge of the global business environment by analysing specific real-world examples, analysing current affairs issues in global business and informatively predicting potential emerging issues, analysing current business trends Appraising contemporary issues that may affect business.

The Business Analytics & Managing Data module will develop core understanding and skills in using Microsoft Excel, a market-leading analytical tool and software package. It covers the way in which enterprises such as businesses, not-for-profit organisations and governments utilise quantitative data to obtain insights for decision-making. The module covers the principles of business data management. Students will build upon the basic data analysis they have learned during the Business Research Analysis at level 5.

The Digital Transformation and Innovation in Business module provides insight into the emergence of digital business, key concepts, technologies, and strategic organisation. This module enables students to identify multiple technologies that can be integrated within businesses, coupled with the development of new digital strategies central to corporate success. The module considers how business management practices ought to be innovated in the context of our emerging digital society. The content of the module is designed to equip students with skills and knowledge to confidently

navigate the nature, evolution and effects of digital transformations and innovation.

The Managing Business Projects module is designed to introduce students to the principles of managing business projects. This module equips students with the relevant skills to execute a project. This module enables students to identify the elements of the PM life cycle, including plan, control, and organize and allocate resources; analyze audience and construct appropriate communication for that audience; construct project selection matrix and understand the critical aspects of team structure, interpersonal dynamics, and role of the project manager. The module builds on students' introductory

Why modules are placed at a specific level

Modules are specified at a given level to allow for foundational aspects and key skills to be delivered at level 4, and for these to be built on as students' progress through to level 5 and 6. Part of the reason for placing a module at a specific level is how the academic prerequisites for later modules are expected to be fulfilled by the previous modules and it will be mentioned under the argumentation for each module. An overview of the academic prerequisites can also be found in Table 1 at page 8.

Level 5 covers more contemporary themes within the topic, such as Sustainability, that build upon the foundation laid at Level 4, but also allowing students to view Business Management as part of a wider context – as part of the world at large, looking at business through a cultural, economic and social lens.

Level 6 allows a degree of specialisation to students, allowing them to select the route they would like to take in order to work towards further education or a role in industry. This includes options that focus on areas such as change management, data management and strategic management.

Part of the reason for placing a module at a specific level is that academic prerequisites required for modules at levels 5 & 6 are covered at level 4 modules. Please refer to the module's explanation provided in the module's description sections. Students are required to complete all modules at a given level before they can progress to the next level. The selection of modules as either core or electives

Rationale for Core Modules

The core modules represent the theoretically fundamental facets of the business management programme. These modules are comparable across the board with modules on similar programmes offered by other HEI competitors.

The mix of core and elective modules available at Levels 5 and 6 offered at Niels Brock varies slightly from what is offered at De Montfort University (DMU) to reflect the needs of our student population, specifically their preference for continuing their education following completion of their undergraduate studies.

To this end, the Business Research and Analysis module has been converted to a core module and the option to take a Business Project module instead of the Dissertation has been removed.

Rationale for Elective Modules

Electives

The elective modules available at Levels 5 and 6 have been included in the programme to reflect the contemporary nature of business management practice and enable students to pursue individual interests that may allow for specialisation in further study or practice.

Overview of academic prerequisites for later modules

Table 2 below shows in a schematic form which modules include learnings from which previously taught modules. So, when for the level 5 module “Contemporary Issues in Sustainable Business” states “L4: Foundations of Business Management” and “L4: Human Resource and People Management” it means that the two level 4 modules are part of the fundament for the level 5 module and that students therefore use important knowledge from the level 4 modules in this module.

Level 4	Level 5	Level 6
Foundations of Business Management	Finance and Reporting for Management Decisions <ul style="list-style-type: none"> • L4: Accounting and Budget Management • L4: Foundations of Business Management 	Dissertation <ul style="list-style-type: none"> • L5: Business Research and Analysis • Depending on the topic all previous modules are relevant to some extent
Introduction to Marketing	Contemporary Issues in Sustainable Business <ul style="list-style-type: none"> • L4: Foundations of Business Management • L4: Human Resource and People Management • L4: Introduction to Marketing 	Business Strategy and Simulation <ul style="list-style-type: none"> • L4: • L5:
Accounting and Budget Management	Business Research and Analysis <ul style="list-style-type: none"> • L4: Foundations of Business Management • L4: Human Resource and People Management • L4: Introduction to Marketing 	Digital Transformation and Innovation in Business <ul style="list-style-type: none"> • All relevant previous modules
Human Resource and People Management	Ethical and Responsible Leadership <ul style="list-style-type: none"> • L4: Foundations of Business Management • L4: Human Resource and People Management • L4: Introduction to Marketing 	Business Analytics and Managing Data <ul style="list-style-type: none"> • All relevant previous modules
	Global Operations and Supply Chain Management <ul style="list-style-type: none"> • L4: Foundations of Business Management • L4: Introduction to Marketing 	Critical Issues in Global Business <ul style="list-style-type: none"> • All relevant previous modules
		Managing Business Projects <ul style="list-style-type: none"> • All relevant previous modules
		Change, Innovation and Knowledge Management <ul style="list-style-type: none"> • All relevant previous modules
		Crisis and Risk Management <ul style="list-style-type: none"> • All relevant previous modules

Table 1: How the academic prerequisites for later modules are expected to be fulfilled by the previous modules

As argued above when we described the order of the modules at level 4 (please see page 2-3) these modules are sufficiently self-contained to not be dependent on each other. Therefore, no dependencies are listed at level 4.

Modules mapped to the Programme Outcomes

BA (Hons) Business Management Programme Modules

Programme Outcomes:	Foundations of Business Management	Introduction to Marketing	Accounting and Budget Management	Human Resource and People Management	Finance and Reporting for Decision Making	Contemporary Issues in Sustainable Business	Business Research and Analysis	Ethical and Responsible Leadership	Global Operations and Supply Chain Management	Digital Transformation and Innovation in Business	Business Analytics and Managing Data	Critical Issues in Global Business	M a n a g e m e n t C h a n g e, I n n o v a t i o n a n d K n o w l e d g e M a n a g e m e n t	Change, Innovation and Knowledge Management	Crisis and Risk Management	Strategy and Business Simulation	Dissertation
Critically evaluate organisations in terms of their key areas of business management, structures, functions, and processes and the relationships between these and their application.	x	x	x	x	x		x		x	x	x	x	x	x	x	x	x
Demonstrate competence by identifying, critically analysing, and applying a range of business concepts, theories, and research in evaluating issues and identifying priority actions and generating new ideas.						x	x	x	x	x	x	x	x	x	x	x	x
Develop and apply own perspectives to their studies to deal with global uncertainty and complexity in generating business management solutions.						X	X	X		X	X	X				X	X

Programme Outcomes:	Foundations of Business Management	Introduction to Marketing	Accounting and Budget Management	Human Resource and People Management	Finance and Reporting for Decision Making	Contemporary Issues in Sustainable Business	Business Research and Analysis	Ethical and Responsible Leadership	Global Operations and Supply Chain Management	Digital Transformation and Innovation in Business	Business Analytics and Managing Data	Critical Issues in Global Business	Management Studies	Change, Innovation and Knowledge Management	Crisis and Risk Management	Strategy and Business Simulation	Dissertation
Systematically acquire subject discipline knowledge and critically evaluate the institutional context of business management and how it shapes contemporary businesses management practice.	X	X	X	X	X	X	X	X	X	X	X	X		X	X	X	X
Clearly and confidently articulate complex ideas, arguments, conclusions, and recommendations in written and oral form using ideas and techniques at the forefront of the discipline.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Develop and apply values, skills, knowledge, and behaviours that will enable them to contribute to the development of a just, peaceful, and sustainable world						X	X	X				X		X		X	X