



**UNIVERSITY
OF LONDON**

Programme Regulations 2019–2020

Global MBA

MBA

PGDip

PGCert

Individual modules

Important document – please read
This document contains important information that governs your registration, assessment and programme of study

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Important information regarding the Programme Regulations

About this document

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As a student registered with the University of London, you are governed by the current General Regulations and Programme Regulations associated with your programme of study. These Programme Regulations are designed and developed by the University of London.

In addition to Programme Regulations, you will have to abide by the [General Regulations](#). These apply to all University of London students and provide the rules governing registration and assessment on all programmes; they also indicate what you may expect on completion of your programme of study and how you may pursue a complaint, should that be necessary. Programme Regulations should be read in conjunction with the General Regulations.

The relevant General Regulations and the Programme Regulations relating to your registration with us are for the current year and not in the year in which you initially registered. On all matters where the regulations are to be interpreted, or are silent, our decision will be final.

Further information about your programme of study is outlined in the Programme Specification which is available on the relevant Courses page of the [website](#). The Programme Specification gives a broad overview of the structure and content of the programme as well as the learning outcomes students will achieve as they progress.

If you have a query about any of the programme information provided please contact us. You should use the *ask a question* tab in the student portal <https://my.london.ac.uk/>

Terminology

For the Global MBA programme, you should note the following language:

Module: Individual units of the programme are called modules. Each module is a self-contained, formally structured learning experience with a coherent and explicit set of learning outcomes and assessment criteria.

Core module: Core modules are central to the teaching and learning on the programme and often introduce concepts and ideas that appear in the specialist optional modules. The Strategic Project is also core to the MBA award.

Optional module: A module selected from groups of modules making up the specialisms.

Throughout the Regulations, 'we' 'us' and 'our' mean the University of London; 'you' and 'your' mean the student, or where applicable, all students.

Changes to the Global MBA Programme Regulations 2019-2020

Introduction of a new Health specialism (academic direction from UCL Medical School).

Provision for individual modules to be taken on a stand-alone basis without being registered on the MBA, PGDip or PGCert, subject to module availability, with the exception of the Strategic Project.

The rules for marginal compensation for an assessment element are now applicable to both core and optional modules, with the exception of the Strategic Project.

1 Structure of the programme

Awards

1.1

The following awards are offered under the Global MBA programme:

- Master of Business Administration
- Master of Business Administration (Accountancy)
- Master of Business Administration (Entrepreneurship and Innovation)
- Master of Business Administration (Finance)
- Master of Business Administration (Health)
- Master of Business Administration (Law)
- Master of Business Administration (Leadership)
- Postgraduate Diploma in Business Administration
- Postgraduate Diploma in Business Administration (Accountancy)
- Postgraduate Diploma in Business Administration (Entrepreneurship and Innovation)
- Postgraduate Diploma in Business Administration (Finance)
- Postgraduate Diploma in Business Administration (Health)
- Postgraduate Diploma in Business Administration (Law)
- Postgraduate Diploma in Business Administration (Leadership)
- Postgraduate Certificate in Business Administration

Award structures

1.2

The **Master of Business Administration (MBA)** is a 180 UK credit degree programme. For the MBA, you must complete:

- six core modules (90 credits total)
- four optional modules (60 credits total)
- a Strategic Project (30 credits) (core)

To achieve an MBA with a specialism, you will need to select four optional modules (a minimum of three being within the same specialism) and also complete the Strategic Project in the same specialism. You can achieve an MBA in the following named specialist areas:

- Accountancy
- Entrepreneurship and Innovation
- Finance
- Health
- Law

- Leadership

1.3

You may only attempt a Strategic Project in a specialism if you have taken, or plan to take, a minimum of three optional modules from within this same specialism. If not, you will need to take the general Strategic Project. Similarly, if you have attempted a Strategic Project in a specialism before completing your optional modules, you must ensure you attempt a minimum of three out of your four optional modules from within this same specialism.

1.4

For the **Postgraduate Diploma (PGDip) in Business Administration**, you must complete:

- any four core modules (60 credits total)
- any four other modules (either further core or optional modules) (60 credits total)

To receive a PGDip in Business Administration with a specialism, you will need to have completed a minimum of three out of your four optional modules from within the same specialism. You can achieve a PGDip in Business Administration in the following named specialist areas:

- Accountancy
- Entrepreneurship and Innovation
- Finance
- Health
- Law
- Leadership

1.5

For the **Postgraduate Certificate (PGCert) in Business Administration**, you must complete:

- any two core modules (30 credits total)
- any two other modules (either further core or optional modules) (30 credits total)

1.6

The maximum number of modules you can register for at a time is six 15 credit modules or four 15 credit modules and the 30 credit project.

Over a 22 week session, a 15 credit module will typically require five to seven hours of work/effort per week, and a 30 credit module will typically require ten to 15 hours of work/effort per week.

It is advisable to take only one module (preferably core) in your first study session and one module in your second session. This will help you develop the necessary skills to complete the programme successfully.

Individual modules taken on a stand-alone basis

1.7

There is provision for individual modules to be studied and assessed on a stand-alone basis without being registered for a related qualification. You may register for any number of core or optional modules on a stand-alone basis (subject to module availability), with the exception of the Strategic

Project. However, only four modules (a maximum of 60 credits) may be counted as credit towards a related qualification.

You are strongly advised to take only one module in your first study session and one module in your second session.

1.8

Credit for the stand-alone individual modules will be considered provided that the application for a related qualification is made within three years of the completion of the relevant modules. Neither progression nor credit is automatic.

1.9

The pass mark for an individual module taken on a standalone basis is 50%.

1.10

The maximum number of attempts permitted for any stand-alone individual module is two.

2 Registration

Effective date of registration

2.1

Your effective date of registration will be either:

- 1 January, if you first register before the December registration deadline,
- 1 April, if you first register before the March registration deadline,
- 1 July, if you first register before the June registration deadline,
- 1 October, if you first register before the September registration deadline.

Date of first examinations

2.2

If your effective date of registration is:

- 1 January, you will take your first examination(s) in June of the same year unless you defer,
- 1 April, you will take your first examination(s) in August/September of the same year unless you defer,
- 1 July, you will take your first examination(s) in December of the same year unless you defer,
- 1 October, you will take your first examination(s) in February/March of the following year unless you defer.

Period of registration

The minimum and maximum periods of registration to complete the programme are given in the [Programme Specification](#).

2.3

If you progress from the PGCert or PGDip to the PGDip or MBA respectively, your maximum period of registration will continue to be counted from your effective date of registration for the PGCert or PGDip.

Order in which to take the modules

2.4

You may attempt the modules of the programme in any order.

If you have been admitted onto the programme via Entry Route 2, you are strongly advised to complete our online MBA Preparation Course, *International Business Essentials* (about 125 hours of study), and then take only one module (preferably core) in your first study session and one module in your second session. This will help you develop the necessary skills to complete the programme successfully.

Whilst you can attempt modules of the MBA in any order, you are strongly advised to have attempted the assessments for core and optional modules before registering for the Strategic Project.

Before commencing study of the *Advanced Management Accounting* module, you are strongly advised to have commenced study of the *Accounting for Managers* module.

Before commencing study of the *International Accounting* module, you are strongly advised to have commenced study of the *Financial Reporting and Analysis* module.

Before commencing study of *Resource Management in Healthcare*, you are strongly advised to have commenced study of the *Accounting and Finance* module.

It is strongly advised that students taking Health option modules have prior experience of working in the health or healthcare sector.

Progression within the programme

2.5

You may progress from the PGCert to the PGDip if you have passed two core modules and any two other core or optional modules (60 credits in total).

2.6

You may progress from the PGDip to the MBA if you have passed four core modules (60 credits in total) and any four other modules (either further core or optional modules) (60 credits in total).

On the basis of successful completion of the PGCert or PGDip, you will only be considered for progression to the PGDip or MBA once your final result has been ratified by the exam board and released to you. This may affect your module selection and session start date.

Module availability

2.7

In exceptional circumstances, we may cancel all registrations for a module if an insufficient number of students have registered. This is because we may not be able to provide an appropriate learning experience and/or assessment opportunity to meet the learning outcomes of the module.

We will make every reasonable effort to inform you of any such changes as early as possible and to provide you with reasonable alternative arrangements.

3 Recognition of prior learning and credit transfer

The rules for recognition of prior learning are described in the [General Regulations](#).

Please see Requirements tab on the [website](#) for details about automatic recognition of prior learning mapped against specific qualifications.

3.1

If you are registered for the MBA, you may apply for recognition of prior learning mapped against modules to a total of 120 UK credits. Prior learning will not be recognised for the Strategic Project.

3.2

If you are registered for the PGDip, you may apply for recognition of prior learning mapped against modules to a total of 60 UK credits.

3.3

If you are registered for the PGCert, you may apply for recognition of prior learning mapped against modules to a total of 30 UK credits.

4 Assessment for the programme

Core and optional modules are summatively assessed by a coursework element (30%) and a written examination element (70%), with the exception of the *Successful Leadership* which is assessed by a coursework element (30%) and a portfolio (70%). The Strategic Project is summatively assessed by a coursework element (30%) and a project report element (70%). The grade awarded for each module will be based on all the elements of assessment. You will be required to pass each element of the assessment subject to the application of the rules for marginal compensation, where permitted.

Summary table of assessment

4.1

Module	Element of assessment	Element weighting	To pass the element you must get:	To pass the module you must get:
Core modules	Coursework	30%	A mark of at least 50% in the coursework (subject to application of rules for marginal compensation)	A mark of at least 50% in both elements (subject to application of rules for marginal compensation)
	Written examination <i>or</i> Portfolio (<i>Successful Leadership</i> module only)	70%	A mark of at least 50% in the written examination (subject to application of rules for marginal compensation)	
Optional modules	Coursework	30%	A mark of at least 50% in the coursework (subject to application of rules for marginal compensation)	A mark of at least 50% in both elements (subject to application of rules for marginal compensation)

	Written examination	70%	A mark of at least 50% in the written examination (subject to application of rules for marginal compensation)	
Strategic Project	Coursework (Research Proposal)	30%	A mark of at least 50% in the coursework	A mark of at least 50% in both elements
	Project report	70%	A mark of at least 50% in the project report.	

Marginal compensation for an assessment element

4.2

We will allow marginal compensation for an assessment element within modules, with the exception of the Strategic Project, if both:

- the mark awarded for the assessment element is no more than 5% below the pass mark i.e. 45%-49% *and*
- the mark for the other assessment element is sufficient to produce an overall combined weighted pass mark for the module.

Taking assessments

Refer to the rules on assessment and assessment offences in the [General Regulations](#).

4.3

When you register for a module, you must take the assessments at the first available opportunity.

4.4

Written examinations take place in June, August/September, December and February/March at the end of the 22-week study sessions, with retakes at the next permissible session.

Deferring an assessment

The deadline(s) and process for deferring a written examination are given in the Virtual Learning Environment. If you defer taking a written examination you have to pay a module continuation fee when you register for the session in which you wish to take the examination. You do not have to register for the next available session; there are four sessions each year and you have five years to complete your studies.

4.5

You can defer taking the written examination element of a module if you notify us by the deadline. You may only defer once per module.

4.6

If you defer the written examination, the mark for the coursework element of the module will be carried forward if it is 50% or more. If your mark for the coursework element is below 50%, the rules for marginal compensation will not apply and you must resit all item(s) of the element.

4.7

If you do not notify us of your deferral and do not attend the written examination you will be given a mark of zero for the assessment element and it will count as an attempt at the written examination.

4.8

We will not allow you to defer taking a coursework element or project element of assessment. If you miss a deadline for submission of coursework or a project, you will be given a mark of zero for the assessment item and it will count as an attempt.

Deadlines for items of assessment and submission guidance

See the Virtual Learning Environment for full details of all the assessment points, deadline dates and submission guidance.

4.9

Coursework items, the portfolio (for the *Successful Leadership* module) and project items must be submitted by the deadline dates given on the Virtual Learning Environment.

4.10

For coursework and project items, you should not exceed the maximum word limits by more than 10%. If the word count is between 10% to 20% above the maximum word limit, five marks will be deducted. If the word count exceeds the maximum word limit by more than 20%, you will receive a mark of zero for your work.

The content within the main body of text comprises the overall word count, including in-text citations, references, quotes, heading and sub-headings. The cover page, reference list and any appendices do **not** count towards the overall word count. Full submission instructions are included in the VLE with coursework submission forms.

Passing modules

4.11

To pass a module, you must get a mark of at least 50% in each element of assessment, subject to the application of rules for marginal compensation where permitted.

If you fail an element of assessment for a module with a mark between 45%-49% refer to regulation 4.2 relating to marginal compensation.

4.12

We will not allow marginal compensation for an assessment element within the Strategic Project.

Research ethics

4.13

All Global MBA students undertaking the Strategic Project are required to obtain ethical approval. This is to ensure that any research involving participants and/or study of real-world data conforms to general ethical principles and standards. You should ensure you are able to identify ethical implications as well as act in an ethical manner when engaging in research.

Further information about research ethics and how to submit the ethics self-evaluation form is in the VLE.

Number of attempts permitted at an element of assessment

4.14

The maximum number of attempts permitted for an element of coursework, written examination, portfolio or project report is two.

Resitting an element of assessment

If you resit one or both elements of assessment for a module, you will have to pay a module continuation fee when you register for the module to resit the assessment. You do not have to take the assessment at the next available session; you have five years to complete your studies.

4.15

You may resit any element of assessment that you have failed provided that you have not exceeded the maximum number of attempts.

4.16

You will fail the element of assessment if the mark for the element is below 50% (subject to the application of the rules for marginal compensation, where permitted).

4.17

If you resit an assessment your most recent mark will be used for classification.

4.18

You may not resit an element of assessment that you have passed.

5 Scheme of award

Mark scheme

5.1

The following mark scheme is used for the MBA, PGDip and PGCert:

Mark range	Outcome
70% and over	Distinction
60% – 69%	Merit
50% – 59%	Pass
0% – 49%	Fail

5.2

Each module is worth 15 credits and the Strategic Project is worth 30 credits. To calculate the final grade for the award, the marks for the modules are weighted according to credit value.

5.3

For the MBA, PGDip and PGCert, to be granted the award with Distinction, the average mark for modules must be 70% or above.

5.4

For the MBA, PGDip and PGCert, to be granted the award with Merit, the average mark for modules must be between 60% and 69%.

Weighting of the assessments

5.5

The overall mark for core and optional modules is calculated by weighting the marks achieved for the coursework element and the timed written examination element (or portfolio for the *Successful Leadership* module) in a ratio of 30:70.

5.6

The overall mark for the Strategic Project is calculated by weighting the marks achieved for the coursework element and the project report element in a ratio of 30:70.

Date of award

5.7

The date of award will correspond to the year that the requirements for the award are satisfied.

Award requirements

5.8

To be awarded the MBA, you must

- achieve a mark of at least 50% in each of the modules. The mark may be achieved through the application of the rule for marginal compensation, where appropriate.

5.9

To be awarded the Postgraduate Diploma in Business Administration, you must

- achieve a mark of at least 50% in each of the modules. The mark may be achieved through the application of the rule for marginal compensation, where appropriate.

5.10

To be awarded the Postgraduate Certificate in Business Administration, you must

- achieve a mark of at least 50% in each of the modules. The mark may be achieved through the application of the rule for marginal compensation, where appropriate.

5.11

Under these regulations you can only be awarded the MBA once. In studying for that award, you may also receive a PGDip and/or PGCert.

Intermediate qualifications

5.12

While studying on the programme, you can progress from the PGCert to the PGDip, and then onto the MBA and accumulate these awards as you progress.

5.13

If you are registered for the MBA or PGDip and you wish to receive the PGDip or PGCert (respectively) as an intermediate qualification, you **must apply** to be granted those qualifications. The PGDip and the PGCert will **not** be awarded automatically as an intermediate qualification, unless as an exit qualification.

5.14

If you do not request the PGDip or the PGCert as an intermediate qualification at, or prior to, your final examination entry for the programme you have registered for, you will **not** be awarded these qualifications at a later date, unless as an exit qualification.

Exit qualifications

5.15

If you have exhausted your permitted number of attempts at module(s) and are unable to complete the MBA or PGDip, you may be considered for an exit qualification of a PGDip or a PGCert (respectively). In such circumstances, you will need to have achieved the credit required for a PGCert (60 credits) or PGDip (120 credits).

5.16

The exit qualification of PGDip or PGCert will be with effect from the year in which you satisfied the requirements for that award. Your registration will cease once the exit qualification has been granted.

Appendix A – Syllabuses

Topics covered in each module may be revised to ensure currency and relevance. Students will be advised of any changes in advance of their study.

Core Modules

Accounting and Finance [BAM010]

Accounting and finance is of critical importance in the support of all business activities. This module introduces a toolkit that enables a better understanding of the performance of businesses, and the decisions and problems they face. These issues are discussed daily by managers and the media. No prior knowledge of accounting is assumed: students learn how financial information is prepared and communicated and how it is used as an effective tool for decision making and control. This information includes areas of financial and management accounting and the main principles of finance. The module adopts a global perspective and encompasses the regulatory framework adopted by the International Accounting Standards Board (IASB).

The module provides students who lack an academic background in or practical experience of accounting and finance with a basic understanding of accounting and finance. The module assumes no prior knowledge of accounting and/or finance, starting at square one and taking a step-by-step approach through the concepts and application of techniques, with clear explanations and real-case examples. Upon completion of this module, students will have a holistic perspective on the importance of financial and management accounting, recording of financial transactions, preparation and interpretation of financial statements, effective management decision making tools, costing and performance evaluation in a competitive environment, making capital investment decisions, financing a business and managing its working capital.

Topics covered in this module:

Introduction; Financial Accounting: Measuring and Reporting Financial Position and Financial Performance; Accounting for Limited Companies and Partnerships; Measuring and Reporting Cash Flows; Introduction to Management Accounting & Cost-Volume Profit Analysis; Full Costing vs. Activity Based Costing; Performance Measurement Systems and Budgeting and Control; Capital Investment Decisions; Sources of Finance; and, Managing Working Capital.

Assessment: one two-hour unseen written examination (70%) and coursework (30%).

Economics for Managers [BAM020]

The rationale of this module is to introduce students without economic background to basic concepts and models in Economics. The module aims to simplify complex economic concepts to enable the students to implement them in a business framework. Students seeking to proceed to an interdisciplinary working environment need to develop an understanding of these concepts and this module meets these needs.

The module is concerned with the application of economic principles and techniques to key management decisions within firms. Because economics underpins much of what is taught in finance, marketing, business strategy and many other modules in the programme, the primary objective of the module is to equip students with a good understanding of how fundamental economic theory can be applied to decision-making within a firm, as well as a better understanding of the external business environment in which a firm operates. It also allows students to understand contemporary economics events that shape the world economy.

In particular, the module assists students in understanding such basic principles as, market supply and demand, production and cost functions, industry structure, product and resource pricing,

national accounting, money demand and supply. The idea is to navigate the students into a systematic approach about managing firms' resources, which in turn, helps them to formulate strategic decisions to maximise value. Moreover, to understand the economic environment in which modern firms operate.

Topics covered in this module:

Introduction; Supply and Demand; Diminishing Marginal Returns; Production Function and Competitive Markets; Market Equilibrium and the Government; Oligopolistic Markets; Game Theory and Strategic Decision Making; GDP Measures; Comparative Advantage and International Trade; Inflation and Price Indices; Taxation and Budget Deficits.

Assessment: one two-hour unseen written examination (70%) and coursework (30%).

Marketing for Managers [BAM030]

The marketing function is of utmost importance for the survival and long-term viability of the contemporary business organisation. Marketing concentrates on concepts such as shaping consumer behaviour, conducting primary and secondary research, developing and implementing efficient marketing strategies, and serving and satisfying customers, in both domestic and international contexts. Participants who study this module familiarise themselves with the core marketing functions that assist them in decision-making and enhanced outcomes in the marketplace.

The objective of the module is to provide participants with an understanding of the marketing function. The module assumes no previous knowledge or experience in marketing and assists participants in building relevant knowledge through real-time cases, application of theories to the marketplace, and in-class activities. Upon completion, participants will possess an in-depth knowledge of the main functions associated with marketing, and in particular, will be able to define marketing identify the various steps of the marketing process, explaining the importance of understanding customers and the marketplace, and identifying the steps of developing a marketing plan and successfully implementing a marketing strategy.

Topics covered in this module:

Capturing Customer Value; Analysing the Marketing Environment; Managing Marketing Information; Customer Driven Marketing Strategy; Products, Services and Brands: Building Customer Value; Pricing Strategies; Marketing Channels; Communicating Customer Value; and, Creating Competitive Advantage; The Global Marketplace.

Assessment: one two-hour unseen written examination (70%) and coursework (30%).

Organisational Behaviour and Human Resource Management [BAM040]

This module provides an understanding of key theoretical and practical issues relating to organisational behavior and human resource management. Human resource knowledge from this module can be applied to different external contexts impinging upon organisations around the globe, yet managers need to adapt their internal organisational behaviours to deal with them. The module is best suited to those who wish to develop a reasoned and analytical understanding of human behaviour in organisations. This module aims to develop knowledge and understanding of how organisations behave and how they manage their people. It aims to provide students with the ability to lead people more effectively to enhance organisational performance. The module will critically analyse the purpose of HR within organisations and how strategic and successful HR policies are implemented.

Topics covered in this module:

Introducing Organisational Behaviour and Human Resource Management; Organisational Culture and Structures; Motivation and Teamwork; The Changing Nature of Work; Recruitment and Selection; Engagement, Commitment and Retention; Employee Performance; Attendance and Absence; Employee Wellbeing; and, Redundancy and Dismissal.

Assessment: one two-hour unseen written examination (70%) and coursework (30%).

Strategic Management [BAM050]

With businesses facing increasingly complicated and challenging environments, they need strategies to create competitive advantages to succeed and survive over the long term. It is important for managers to know how organisations intend to engage with their environment and consequently develop capabilities and competencies to fulfil their organisational objectives. This module focuses on models conceived by observing businesses in developed countries and applies to all sizes of firm including corporations operating globally.

The module introduces participants to the key concepts, frameworks and practices of strategic management. It prepares participants to respond quickly to today's challenging business environment and develop a critical understanding of the purpose, formation and implementation of strategy in maintaining or achieving competitive advantages. The challenges arising from complex and changing business environments and firm resources and capabilities are explored, as well as the impacts on organisational strategies. Participants develop an in-depth understanding of the issues involved in managing strategic change and inertia.

Topics covered in this module:

Introduction; Vision and Mission; Internal Analysis; External Analysis; Creating Standard Business-Level Strategies; Creating Business-level Strategies for Dynamic Contexts; Corporate Strategy; Network-level Strategy - Mergers and Acquisitions; Network-level Strategy - Alliances; and, Implementing Strategy: Organisational for Success.

Assessment: one two-hour partially previously seen written examination (a case study will be provided in advance of the exam and this document will also be given with the exam paper, but the exam questions will be unseen) (70%) and coursework (30%).

Successful Leadership [BAM060]

This module prepares students for strategic leadership and transformational roles in organisations. The role of a manager requires organising, controlling, planning and motivating others to perform the work of the organisation. The module contributes to the programme as it examines a variety of literature (including: articles, cases, novels, illustrations, and discussion) to develop student appreciation of the breadth of leadership. In preparing students for strategic leadership, this module helps students identify and analyse their personal leadership styles and critically evaluate these, and is designed to help students develop and hone their personal leadership philosophies.

This module explores leadership as a relational and global phenomenon and describes, contrasts, and explains a variety of leadership theories. The module also explores the relevance and significance of current ideas concerning leadership and how they fit with organisations alongside contemporary expectations of people in organisations. Theoretical approaches are supplemented by empirical evidence on leadership, leadership in practice and the links between these and organisational performance. The module also explores applications in real-world contexts based on case studies.

This module introduces students to key theories of and ideas about leadership and explores their practical application in different organisational contexts. Through a personal engagement in reflection, students will link theory to real-world engagements with global leadership concepts and concerns. Working through issues of cross-cultural communication and ethical decision-making,

students will tackle common issues with which global leaders are confronted on a regular basis and work through their pitfalls and possibilities.

Topics covered in this module:

Introduction to Leadership; Leadership Styles; Leadership Environments; Developing Networks; Developing Leaders; Diversity and Leadership: Cross-Cultural Challenges; Communication and Leadership Failures; Leaders Taking Charge; Leadership & Ethics; and, Leadership & Change.

Assessment: A portfolio of 6,000 words (70%) and coursework (30%).

Optional Modules - Accountancy

Accounting for Managers [BAM200]

Management accounting is a dynamic discipline which interacts with many facets of the organisational environment in which it exists across nations, industrial settings and management functions. It entails the application both of long-established techniques and of newly-emerging concepts. Consequently, the module covers areas such as job costing and process costing, cost-volume-profit relationships, capital investment decisions and budgetary control systems in the light of changes in modern day operational circumstances. Throughout the module, students have the opportunity to explore emerging themes within the field of management accounting which are regarded as important for organisations seeking to evolve their management accounting systems. The module pays particular attention to concerns and issues within an international setting. The module endeavours to cover fundamental concepts and techniques of management accounting while also highlighting the diversity of approaches and practices which management accounting are viewed to encompass in different countries.

The module looks at accounting from the manager's view as opposed to the accountant's view of the decision process and related quantitative and qualitative information needs. Over the course of the module, students examine accounting information that helps managers achieve faster, better, and cheaper operations. A variety of strategic cost management models are explored and contrasted with traditional cost approaches to help students get to grips with the complexities of managerial decision making and resource allocation in the light of accounting information.

Topics covered in this module:

Management Accounting and the Business Environment: An Introduction to Cost Terms, Concepts and Classifications; Job-costing Systems & Process Costing Systems; Cost Allocation; Cost Volume Profit (CVP) Relationships Relevant Information for Decision Making; Activity Based Costing (ABC); Pricing, Target Costing and Customer Profitability Analysis; Motivation, Budgets and Variance Analysis; Performance Measurement Systems & Strategic Management Accounting (SMA); Quality and Throughput Concerns in Managing Costs & Accounting for Just-in-time Systems; and, Management Control Systems.

Assessment: one two-hour unseen written examination (70%) and coursework (30%).

Advanced Management Accounting [BAM205]

(You are advised to have commenced study of Accounting for Managers before commencing study of this module).

This module provides insights into advanced aspects of planning, decision-making, performance evaluation and control. It considers a range of strategic management accounting techniques and critically examines the impact of behavioral and social issues in the use and implementation of management accounting techniques. This module will help to encourage critical, analytical thinking concerning the interplay between accounting and management. The main aim of the module is to

provide a theoretically informed advanced understanding of management accounting information and techniques in the context of both day-to-day and strategic management. The module introduces students to the evolving nature of contemporary management accounting practices, and identifies and examines changes in management accounting practice within the context of technological, organisational and broader social and economic change.

Topics covered in this module:

Introduction and Context; Management Accounting and the Contemporary Business World; Costing Systems and Cost Management; Costing in Contemporary Business – Some Issues; Management Accounting and Operational Decision Making; Management Accounting and Operational Control; Strategic Financial Analysis of the Business and its Environment; The Financial Aspects of Strategy Development and Implementation; Management Accounting and Risk Management; Strategic Management Control and Performance Management.

Assessment: one two-hour unseen written examination (70%) and coursework (30%).

Financial Reporting and Analysis [BAM210]

This module examines the financial reporting of companies, and how such reporting can be analysed to evaluate performance. A basic prior knowledge of accounting is assumed: students learn how accounts are constructed and analysed, then examine the impact of various issues on the reported numbers. These include the reporting of tangible and intangible assets; continued and discontinued operations, historic costs vs fair value accounting and business combinations. The module takes a global perspective and refers largely to the regulatory regime of the International Accounting Standards Board (IASB).

The aim of the module is to provide students who lack an academic background in or practical experience of accounting with a grounding in financial reporting and analysis of financial statements, focusing on a number of important current issues. The module focuses on the reasoning behind the rules, breaking away from the tradition of dealing with the technicalities of the regulation of financial reporting in a relatively unchallenging and uncritical way. Affording sufficient detail on the application of standards to enable the reader to appreciate the effects of the rules, the logic behind them is portrayed in terms of the reasoning and history behind their development, giving students a more informed insight.

Topics covered in this module:

Introduction to Financial Reporting; Introduction to Financial Statements and Other Financial Reporting Topics; The Balance Sheet and the Shareholder Equity; Income Statements and Reported Income (Earnings) Quality; Property Plant and Equipment; Intangible Assets and Fair Value Accounting; Liquidity of Short-Term Assets Related Debt-Paying Ability; Financial Ratio Analysis; The Financial Statements of Special Industries: Banks, Utilities, Oil & Gas, Transportation, Insurance and Real Estate Companies; and, Group Accounts and Business Combinations.

Assessment: one two-hour unseen written examination (70%) and coursework (30%).

International Accounting [BAM215]

(You are advised to have commenced study of Financial Reporting and Analysis before commencing study of this module).

The trend towards increased globalisation has placed an important focus on many issues relating to International Accounting. This module provides an opportunity to gain real world accounting expertise within an international context. It brings into focus the context of accounting information taking into account wider social, political, economic, natural and cultural environments. It is suited to students who wish to acquire an international perspective on contemporary issues relating to accounting and finance.

This module equips students with knowledge of the theoretical topics in international accounting and provides a range of skills with which to solve real world problems. The global environment of accounting and financial reporting is critically examined in the context of comparative accounting to better understand areas of difference as well as areas where harmonisation has occurred. The module considers a range of strategic accounting techniques and examines their application internationally. Successful students acquire the skills with which to pursue careers in auditing, financial institutions and management consultancy.

Topics covered in this module:

Introduction to Comparative International Accounting – Theory and Practice; Regulation of Accounting; Conceptual Framework; Presentation of Financial Statements; International Accounting Standards Part 1; International Accounting Standards Part 2; Consolidated Accounts Part 1; Consolidated Accounts Part 2; Statement Analysis; and, Comparative Accounting – Europe, Americas and Asia.

Assessment: one two-hour unseen written examination (70%) and coursework (30%).

Optional Modules - Entrepreneurship and Innovation

Entrepreneurial Finance and Private Equity [BAM300]

Entrepreneurial success requires the ability to both obtain finance and to manage it appropriately. Awareness of the characteristics of the various sources of funding is crucial to entrepreneurs seeking investment. Potential investors will want to be presented with a range of clear and detailed company financial information on which to base their investment decisions. Principal sources of funding may be oriented around developed countries but investors invest globally. The ability to critically analyse this information is also essential for entrepreneurs to identify and overcome risks and challenges that may face a company during its growth.

Students learn the importance of financial information to entrepreneurial firms. They build an understanding of how a firm's financial information can be used for obtaining funding, to monitor a firm's growth, and to avoid some of the common pitfalls that entrepreneurial companies face. The module covers the wide variety of sources of finance available to entrepreneurs, together with the process of seeking investment as well as the investment harvesting process. The module sits alongside the optional Venture Capital and Entrepreneurship module, which focuses on the operation of the professional venture capital industry.

Topics covered in this module:

Entrepreneurs and Finance; Evaluating Entrepreneurial Projects; Evaluating the Entrepreneurial Firm; The Entrepreneur's Perspective on Value; How to Finance an Entrepreneurial Firm; The Informal Sources of Finance: Bootstrap and Crowdfunding; The Formal Providers of Equity Business Angels and Venture Capitalist; Debt Finance - Bank Lending; Debt Finance - Trade Credit; and, Harvesting.

Assessment: one two-hour unseen written examination (70%) and coursework (30%).

Entrepreneurial Marketing [BAM305]

Marketing is especially important in entrepreneurial situations, when there is often limited time, money and marketing talent to establish a presence in a crowded market place. This module views marketing from an entrepreneurial perspective, focusing on the different approaches required when compared to marketing for established firms and new ventures looking to act globally from the outset.

The module provides a thorough understanding of marketing as it applies to new products, start-ups and SMEs, and how it can help counter the risk of failure of a new venture. Upon completion of this module, students should be able to develop marketing strategies for entrepreneurial firms.

Topics covered in this module:

Introduction to Marketing Entrepreneurially; The Differences Between Marketing and Advertising; 'New Entrant' Barriers - Overcoming and Exploiting Them; Relationship Marketing and Pricing Decisions; Social Enterprise Marketing; International Marketing for Entrepreneurs; Digital Enterprises Approach to Marketing; Social Media Marketing; Small Business Founders Understanding of Marketing and Entrepreneurship; and, Marketing for Entrepreneurs Specifically.

Assessment: one two-hour unseen written examination (70%) and coursework (30%).

Innovation and Change [BAM310]

Many successful innovative organisations, from start-ups to large established firms, often have one thing in common - they are good at managing change to achieve sustainable competitive advantages in the form of new products and services or the way the organisation operates. Innovation thus plays a key part in the formation, development and growth of firms and innovation can involve combining knowledge from different parts of the world. The theories covered in this module can be applied globally. This module equips the participants with the knowledge and skills to manage innovation in today's rapidly evolving global marketplace.

The module provides participants with an understanding of the sources, process and strategy of technological innovation. It involves an evaluation of external industry innovation trends that allow organisations to envisage strategic change and the structures they need to use to foster an internal environment for innovation.

Topics covered in this module:

Introduction; Managing Innovation as a Process; Organising for Innovation; Creating Innovation Strategy; Sources and Network of Innovation; Innovation Decision and Planning; New Product and Service Development; Open Innovation and Alliances; Capture and Protect Innovation; and, New Venture, Entrepreneurship and Innovation Project Assessment.

Assessment: one two-hour unseen written examination (70%) and coursework (30%).

Venture Capital and Entrepreneurship [BAM315]

Venture capital has been the driving force behind some of the fastest growing sectors of today's economy. Companies famous for receiving venture capital or business angel funding, early in their development include Apple, Microsoft, Google and Amazon. From an entrepreneurial perspective, venture capital is a significant source of investment for innovative entrepreneurs with attractive growth prospects, including start-ups in the information technology, life sciences and advanced engineering sectors. Therefore, it is essential that entrepreneurs and business managers understand strategies, tools and techniques in securing venture capital finance. One topic of the module explores globalisation of the venture capital industry (e.g. China, the Middle East, India).

This module is intended for those interested in how funding is obtained from venture capital firms by entrepreneurs, and also how those working within the industry make and manage investments. It sits alongside the *Entrepreneurial Finance and Private Equity* module which takes a broad look at the production and analysis of company financial information for entrepreneurs, and the range of debt and equity financing methods available.

The module provides a detailed understanding of the operation of the venture capital industry by approaching it both from an entrepreneurial perspective, and from an investor's viewpoint. It looks in detail at the growth of the venture capital industry and its role in the economy, how venture capital

firms operate, and what entrepreneurs need to know when seeking investment. The module provides a deep knowledge of the investment process including the decision-making process with respect to screening and selecting of business proposals, negotiating and structuring the deal, and following up on investments and exiting.

Topics covered in this module:

The Venture Capital Circle; Investment Strategy & Deal Sourcing; Evaluation & Decision Making Process; The Entrepreneur's Journey; Company Valuations; Deal Structuring; Post-Investment and Exit; Return Measurements & Performance Drivers; The Globalisation of the VC industry; and, The Impact of VC on Society.

Assessment: one two-hour unseen written examination (70%) and coursework (30%).

Optional Modules - Finance

International Corporate Finance for Managers [BAM400]

This module introduces students to corporate finance: how firms fund themselves, how they choose between different types of finance and how these choices influence investment decisions. This is the only finance module that looks at finance from the perspective of the firm rather than the investor. It is a key module for those planning to work in the finance area of a firm or for those who wish to understand the relationship between firms and financial markets.

The module introduces learners to investment appraisal and net present value, whilst giving them an elementary guide to corporate valuation – how a firm can be valued. It shows students how firms finance themselves and the procedures involved, introduces the concept of a firm's cost of capital, and demonstrates how firms choose between different types of finance and how those choices influence the cost of capital.

Topics covered in this module:

Investment Appraisal: Fundamentals; Investment Appraisal: Applications; Financing the Firm; Capital Structure 1: The CAPM and Modigliani Miller; Capital Structure 2: Real World Extensions; The Weighted Average Cost of Capital; Valuation; Valuation and real options; Mergers and Acquisitions; and, Corporate Governance.

Assessment: one two-hour unseen written examination (70%) and coursework (30%).

International Financial Markets and Institutions [BAM405]

This module introduces students to international transactions and the role of foreign exchange markets. It also describes the role of key international institutions such as the IMF. Overall, it moves from the single-country focus of other finance modules and gives students an international perspective on finance. Such a perspective is vital for students planning to work at international institutions or firms.

The module introduces learners to international capital flows and balance of payments accounting whilst showing them how the foreign exchange market operates and how standard foreign exchange contracts are valued. The role of foreign exchange policy is introduced as well as the key elements of international trade. The module analyses the role of key international institutions such as the IMF.

Topics covered in this module:

The Balance of Payments; PPP and the Real Exchange Rate; The Monetary Model & Overshooting; The Forex (FX) Market; FX Microstructure & Derivatives; Efficiency of the FX market; FX

Intervention and Reserves; FX Policy Regimes; Financial Globalisation and FX Crises; and, Sovereign Debt and Default.

Assessment: one two-hour unseen written examination (70%) and coursework (30%).

Portfolio Management [BAM410]

This module focuses on investment decision-making and improved portfolio management from an applied perspective. The module introduces state-of-the-art methodologies which are used by professional portfolio managers. It develops skills based on modeling of asset price procedures and empirical research findings. It also takes a wider view considering a variety of issues concerning portfolio managers.

By the end of this module the student should be able to: understand major portfolio management and risk concepts, construct advanced portfolios, apply portfolio management concepts and techniques to their specific business problems, resolve critically general problems in selecting investments in a global market, formulate critically asset allocation models and decisions, and use different asset pricing models in portfolio construction.

Topics covered in this module:

Economic Analysis & Investors Expectations; Asset Allocation; Mean-Variance Theory: CAPM & APT; Fixed-Income Portfolio Management; Equity Portfolio Management; Alternative Investments Portfolio Management; Risk Management; Implementing Portfolio Decisions: Trading & Transaction Costs; Monitoring & Rebalancing; and, Evaluating Portfolio Performance.

Assessment: one two-hour unseen written examination (70%) and coursework (30%).

Risk Management and Decision Making [BAM415]

The module takes an applied perspective, concentrating on decision-making in risky environments, which is of paramount importance to the finance industry. Apart from identification of risk sources, the module offers a detailed analysis of tools and processes designed to manage these risks which are used by the financial industry. The latter is highly sought after in the financial industry.

The module is divided into three main components. The first introduces students to the use of the Value at Risk (VaR) approach in risk management and decision-making. The approach is then used to assess and measure the different forms of risk faced by financial institutions, including market risk, credit risk and operational risk. The module provides a complete discussion of the calculation of VaR, its underlying assumptions and illustrates its use with practical examples drawn from actual case studies. The second component of the module relates to the management of the risk portfolio through the analysis and applications of the ARCH(p) and GARCH(p,q) models. The models are developed in detail, and applications and examples are presented. The final component of the module is about decision-making, and the analysis of why firms tend to take biased decisions.

Topics covered in this module:

The Capital Asset Pricing Model; Value at Risk; Volatility, Correlations and Copulas; Regulatory Risk; Market Risk; Credit Risk; Scenario Analysis, Stress Testing and Operational Risk; Liquidity Risk; Model Risk; and, ABSs, CDOs and, the Credit Crunch of 2007.

Assessment: one two-hour unseen written examination (70%) and coursework (30%).

Optional Modules – Health

It is strongly advised that students taking Health option modules have prior experience of working in the health or healthcare sector.

Healthcare Systems [BAM700]

This module provides students with an overview of understanding the goals, objectives and functions of a health system. By comparing and contrasting different healthcare systems, students will develop a broad understanding of how healthcare systems operate, deliver services and finance those services. Healthcare systems examined will provide examples of different welfare state structures, different healthcare system typologies, different levels of development and wealth, and the resultant healthcare outcomes. Students will gain an understanding of how healthcare policy is influenced and designed, and the means by which they are implemented at international, national, regional and local levels.

This module seeks to give students an in-depth understanding of healthcare policy analysis, development and implementation. It will equip students with the necessary knowledge and skills to evaluate healthcare systems and make meaningful comparisons between different delivery approaches.

Topics covered in this module:

Classification of healthcare systems; Evaluation of healthcare systems; Governmental healthcare models, state funding and taxation; Private healthcare systems and insurance systems; Regional and local devolution of healthcare budgets; Primary and community healthcare and integrated health and social care systems; Public health services; Approaches to managing clinical research and clinical education; Health technology assessment; Global healthcare organisations and their role in policy and aid.

Assessment: one two-hour unseen written examination (70%) and coursework (30%).

Innovation and Quality Improvement [BAM705]

(You are advised to have commenced study of the Accounting and Finance module before commencing study of this module).

This module helps to introduce the way in which healthcare Quality Improvement (QI) methods can be applied to patient populations, individual patients or address the reduction in per capita healthcare costs. It provides a robust understanding of QI methods and the ways in which they can be embedded in professional culture. It has a particular focus on the important differences that exist between traditional research methods and Improvement Science. The module provides students with an understanding of how the public, patients and healthcare professionals can work together to achieve improvements in healthcare, as well as an overview of how change can be achieved through organizational change.

This module seeks to define *quality* in healthcare, how it can be measured and how Quality Improvement might effectively be adopted into the culture of everyday healthcare delivery.

Through the use of real-world examples students will be introduced to common methods used in Improvement Science, gain an understanding of intervention designs, data display and analytical interpretation. Students will be encouraged to consider the challenges of real-world interventions and introduced to strategies for effective change management.

Topics covered in this module:

Introduction to healthcare leadership; Definitions of quality and the rationale for Quality Improvement; Priority setting in Quality Improvement; Human Factors and Error; Person and

professional-centred healthcare involvement in Improvement; Measurement of outcomes; Organisational culture and change management; Improvement methodologies and the PDSA cycle; Introduction to healthcare analytics; Digital health interventions.

Assessment: one two-hour unseen written examination (70%) and coursework (30%).

Resource Management in Healthcare [BAM710]

This module provides an introduction to financial and human resources management in healthcare organisations. It covers the ways in which the strategic and operational management of finances in healthcare organisations differs from other industries, and the importance of recognising and ameliorating economic risks. This module gives students an opportunity to consider how to set priorities in healthcare, how to approach long term and short term financial decision-making, and potential avenues for healthcare organisations to diversify income streams. It also introduces students to the theoretical and practical considerations associated with recruiting, retaining, and looking after staff in healthcare organisations.

This module aims to provide students with an understanding of the unique financial and people management features associated with healthcare systems and organisations.

Topics covered in this module:

Strategic financial planning in healthcare systems; Operational financial management in healthcare organisations; Evaluating the financial operations of healthcare organisations; Audit and internal controls; Priority setting; Pricing healthcare services; Public health and prevention budgets; Commissioning services and contract management; Institutional partnership agreements and additional revenue streams; People and organisational development.

Assessment: one two-hour unseen written examination (70%) and coursework (30%).

Risk, Governance, and Patient Safety [BAM715]

This module provides students with an understanding of risk and governance as it applies to healthcare organisations and systems. This includes the balancing of priorities for healthcare organisations, such as financial stability and patient care and safety, and the sharing of risk across individuals and organisations within a system. It supports students to learn how to assess, develop, implement, and monitor risk management plans with the goal of adopting a systematic approach to maintaining and improving the quality of patient care and minimising risk in the context of service standards, efficiency and sustainability. The module has a particular focus on systematic and system-wide approaches to safety and security – as applied to patients, data, and research and development.

This module seeks to equip students with the knowledge, skills and understanding to apply the principles of risk management and governance effectively in all types of healthcare organisation, and, more broadly, across entire health systems.

Topics covered in this module:

Principles and practices of healthcare governance; Board level governance; Clinical governance at system, organisational, departmental, team and individual levels; Regulatory agencies and frameworks in healthcare; Developing, producing and managing risk registers and risk management plans; Establishing and measuring activity and outcomes against key performance indicators; Data security in healthcare; Establishing and maintaining a culture of clinical and operational effectiveness; Research and Development (R&D) governance, safety, and risk; Managing strategic partnerships and stakeholder relationships in healthcare.

Assessment: one two-hour unseen written examination (70%) and coursework (30%).

Optional Modules - Law

Corporate Finance Law [BAM500]

The module is premised upon the notion that the student of corporate finance law ought to develop a sound understanding of the dynamics of corporate financing options, methods and techniques in the light of regulatory theories, applicable legal framework, shareholders' capitalism and public policy objectives. The module provides a critical and insightful view of current global legal developments and trends with the aim of identifying the most salient legal issues involved in corporate finance and M&As in the context of increasingly complex financial phenomena and international markets.

Primarily the module aims to contribute to a critical understanding of the subject matter through the combined study of theories of regulation in general and corporate dynamics in particular, with a special focus on the different stakeholders involved in corporate finance. This module is a corporate law and financial regulation module analysing transactions using sophisticated methodologies. It focuses on issues such as: the use of debt and equity; why merge or acquire a business; core considerations of the process; due diligence, acquisition/sale agreements and contractual governance; the role of the board of directors in an acquisition/merger or financing; the permissibility and regulation of takeover defences in the UK, US and the EU and the protection of minority shareholders through the regulation of this bid process; the role of other constituencies such as employees affected by control transactions; and, financial assistance regulation in the UK, US and the EU. The views of shareholders, bankers, investment funds, stakeholders, management, and 'society' are all considered in the context of the multifaceted dynamics which operate in the international financial markets. The module is strongly committed to presenting a global and comparative perspective highlighting the contemporary principles and trends of corporate finance rather than the pointillistic and ephemeral details of national rule books.

The module focuses on understanding the literature related to these issues, how to do subject matter research, as well as how to structure the transaction and deal with policy-makers. The main purpose of this module is to provide students with the latest developments in corporate financing options, methods and techniques from a global legal, economic and policy point of view providing strong legal analytical skills (including the analysis of complex transactions using sophisticated methodologies).

Topics normally covered in this module:

Corporate Finance: the Players and the Markets; Equity and Debt Instruments; Initial Public Offerings of Shares and Secondary Markets; Hard and Soft Aspects of Mergers; Acquisition Finance; Introduction to Mergers & Acquisitions, Negotiations and Preliminary Documents; Due Diligence; Share Purchase Agreements; Shareholders Agreement and Other Ancillary Documents; and, Takeovers.

Assessment: one two-hour unseen written examination (70%) and coursework (30%).

Corporate Governance and Ethics [BAM505]

The module covers issues affecting both the business community and the wider societal effects of the debate on corporate governance. Conceptually, the module is divided into four parts. The first investigates the origins of modern corporations, examines the most relevant corporate theories (e.g. concession theory, aggregate theory, realist theory) and analyses the influence that these theories have exerted on corporate governance. The second part deals with some of the most important corporate governance legal issues, analysing them from both a theoretical and practical perspective (e.g. the Dodd-Berle debate concerning the relationship between shareholders and managers, the concept of islands of conscious power analysed by Coase, the agency cost theory developed by Jensen and Meckling). In the third part, the module focuses on the UK corporate governance debate

and the various corporate governance solutions originating from it. Specifically, it examines the origin and evolution of the UK Corporate Governance Code, analysing the work of the various relevant committees up to the Walker Report, 2009. Finally, the last part of the module deals with several scenarios in which the adoption of unethical corporate governance approaches led to the infringement of fundamental rights and produced adverse effects in the corporate world and broader society (e.g. the Kreuger and Toll Scandal, the collapse of Enron, the financial crisis). As a result, the module establishes essential links with other relevant modules in several areas (e.g. corporate management, corporate finance).

The module aims to inform and educate students on the systems by which companies are or should be directed and controlled. At the end of the module, students have an enhanced knowledge of core corporate governance issues as well as the various theories that seek to explain the position of, and relationship between, the company and its members, managers and other stakeholders.

Topics covered in this module:

The Dawn of Modern Corporations; The Emergence of Giant Enterprises, The Great Crash and The Great Depression; The Nature of Corporations and the Separation of Ownership from Control; The Emergence of Outsider Corporate Governance Systems in the UK and US; Economic Perspectives in Corporate Governance and the Decline of the Neoclassical Theory of the Firm; The Agency Cost Theory and the Firms' Relationships with Stakeholders; Different Approaches to the Theory of the Firm; The UK Corporate Governance Debate; The Globalised Economy and the Collapse of Enron; and, The Financial Crisis.

Assessment: one two-hour unseen written examination (70%) and coursework (30%).

International Finance Law: Transactions, Policy and Regulation [BAM510]

This module provides students with a multidimensional understanding of the core issues in international finance transactions. Through lectures, case studies and other exercises, it provides students with the theoretical and practical building blocks and conceptual tools necessary to understand and master the more advanced intellectual challenges posed by the interaction of law and policy in international financial transactions.

The module examines the legal issues arising from the operations of the largest commercial banks, merchant banks, investment banks and sovereigns on the international banking and capital markets. In so doing, it considers the detailed structure and content of the main international financial transactions, contracts and negotiation skills involved. Although primarily based on an examination and analysis of current international principles, reference is made to relevant laws, including those of the EU, US and Asia and other national systems. The module has a strong comparative and international law content as well as being based on current market and practitioner insight and best practice in each area.

The module aims to analyse the different aspects of corporate, banking and sovereign finance from the international perspective. This enables students to identify common aspects in the dynamics and mechanisms to obtain financing and discover innovative trends in a continuously developing area. From a practical standpoint, the module provides the tools to recognise the key elements to implement a successful financing technique by means of the analysis of theoretical issues and actual case studies.

The module assesses general principles and financing techniques. It is a theoretical and practical module, with case studies, that enables students to approach an entity that needs capital (e.g. due to an enlargement of its business operations or because it faces a distressed situation) and understand the issues at stake and contribute in successfully obtaining the required financing.

Topics covered in this module:

Financing Needs; Syndicated Lending Part I; Syndicated Lending Part II; Secured Financing and Inter-creditor Arrangements; Bonds and Eurobonds; Sovereign Bonds and Sovereign Debt Crises; Securitisation and Financial Derivatives; The Use of Legal Opinions; Choice of Law and Jurisdiction and Recognition and Enforcement of Foreign Judgments; and, Financial Remedies.

Assessment: one two-hour unseen written examination (70%) and coursework (30%).

Legal Aspects of Financing Development [BAM515]

Developing countries vary in size, resource endowments and income levels, but they face similar challenges to access capital for financing development and put it to good use. The module examines the legal framework underpinning the flow of different sources of external capital to developing countries, the terms and conditions upon which capital is provided and its development impact. Topics covered include private sources of capital (private debt financing, foreign direct and portfolio investment) and public sources of capital (IMF lending, Development Banks' lending, Official Development Assistance). The module discusses contentious issues in international development finance such as the conditionality attached to financial assistance provided by international financial institutions, sovereign debt restructure, and the policy space conferred by international investment agreements to maximise the development impact of foreign direct investment and aid effectiveness.

The module is particularly attractive to students interested in career paths in international financial institutions, development organisations, consulting firms, government bodies, law firms, commercial banks and NGOs concerned with development finance. It provides students with the intellectual tools to analyse contemporary legal issues on financing development both from a theoretical and practical perspective. It considers transactional and regulatory dimensions of international capital transfers from a development perspective.

Topics covered in this module:

Financing Development; Foreign Direct Investment (FDI) – National Legal Framework; Foreign Direct Investment – International Legal Framework Sovereign Debt; Foreign Portfolio Investment; Debt and Debt Sustainability; The International Monetary Fund (IMF) I; The International Monetary Fund II; Multilateral Development Banks I; Multilateral Development Banks II; and, International Development Assistance.

Assessment: one two-hour unseen written examination (70%) and coursework (30%).

Optional Modules - Leadership

Leadership and Ethical Decision Making [BAM600]

The module introduces students to some of the key components of and challenges to ethical decision-making in business, and helps them develop their analytical and reflexive decision-making skills in the context of the range of moral issues that contemporary business presents.

This module prepares students for strategic leadership and transformational roles in organisations. Understanding what comprises ethical decision making is crucial to today's leaders as both corporate and individual responsibility takes centre-stage in the public eye. To take effective and ethical decisions, corporate leaders must understand the systems in which they lead and how they delimit the possibilities for decision-making. The purpose of the corporation as an entity which exists to provide value to its stakeholders is the starting point for ethical considerations. This module explores who these stakeholders may be and what role the corporation plays with these various groups and in society in general in a variety of national and cultural contexts. Ethical decisions are made in the context of the personal values individuals bring to their leadership styles. This module builds on the leadership skills already developed in the core module and helps students recognise

how their personal moral approaches effect and determine leadership approaches when confronted with ethical dilemmas. A key component to this module is the exploration of case studies and examples of real-world ethical dilemmas.

Topics covered in this module:

Introduction to Leadership and Ethical Decision-Making; Philosophical Frameworks, pt. 1; Philosophical Frameworks, pt. 2; Decision-Making Ethically; Institutionalising Business Ethics; Stakeholder Relationships; Employee Relationships; Corporate Social Responsibility; Globalisation & Ethical Decision; and, Higher Education and Ethical Leadership.

Assessment: one two-hour unseen written examination (70%) and coursework (30%).

Leadership and Management Models [BAM605]

The module introduces students to a variety of management models and approaches and their links to and/or complementarity with various theories of and ideas about leadership. The module prepares students for strategic leadership and transformational roles in organisations. Much ink has been spilt on the difference between leadership and management. Understanding management models (from the more classical to contemporary models focusing more on individuals or systems) is crucial to evaluating the effectiveness of leadership in these models.

The role of a manager requires organising, controlling, planning and motivating others to perform the work of the organisation. This module contributes to the programme as it examines a variety of scholarship (including: articles, cases, novels, illustrations, and discussion) to develop student appreciation of a variety of management models. In preparing students for strategic leadership, this module helps students identify and analyse a complementarity of leadership theories with the management models explored. Theoretical approaches are supplemented by empirical evidence on management models and the links between these and organisational performance. The module also explores applications in real-world contexts based on case studies.

Topics covered in this module:

Trait-based Leadership; Behavioural Ideals; Situational/Contingency Theories Part I; Situational/Contingency Theories Part II; Functional Theories; Integrated Psychological Approach; How Leaders Should Be; Nudge Theory; A Hierarchy of Needs; and, Bringing It All Together.

Assessment: one two-hour unseen written examination (70%) and coursework (30%).

Leadership, Transformation and Organisational Change [BAM610]

The module presents three distinct but strongly interrelated topics. Leadership is an important concept that has dominated organisational research for decades and it relates to many different organisational levels. This module focuses on leaders and leadership at the apex of the organisation. Therefore, special attention is given to Top Management Teams, CEOs and Boards of Directors. Leadership actions can transform organisations in terms of their overall strategy and consequently the way that they are structured, organised and perform. Organisations facing either external pressures or internal condition are changing, developed and very often transformed through their life cycle. Through this module, students are supported towards a career in business and management so that they may apply knowledge and understanding of business and management to complex, dynamic issues and situations that will come up in their working environments. Applicability of knowledge is demonstrated through several case studies provided.

The module provides students with a deep understanding of the crucial contribution of strategic leadership to organisational change and transformation. Drawing on a range of theoretical perspectives across the social sciences, this module explores contrasting ways of conceptualising the 'organisational arena' within which the tasks of management take place.

Topics covered in this module:

Leadership and Management in the 21st Century; Theories of Leadership; Strategic Leadership and Decision Making in Top Teams; Challenges and Complexities of Organisational Change; Implementing Changes; Organisational Learning; Transformation through Culture and Vision; Transformation through Systems and Structure; Innovation as Driver for Transformation; and, Organisational Evolution, Adaptation and Renewal.

Assessment: one two-hour partially previously seen written examination (a short case study will be provided in advance of the exam and this document will also be given with the exam, the exam questions will be unseen and will consist of short essay style questions (70%) and coursework (30%).

Negotiation and Conflict Management [BAM615]

Negotiation and conflict management are the cornerstones of leadership. In order for a manager to lead and administer any organisation effectively, they must be able to negotiate with both internal and external constituents in a way and manner that can be utilised cross-culturally. Similarly, managers must be able to identify different types of conflict, and manage and harness conflict to make it beneficial to organisational and personal growth of key constituents. Further, managers must be able to identify those conflicts that require the use of dispute resolution and the different types of dispute resolution methodologies that are available. So, the module applies practical skills, complemented with substantive knowledge to round out the skill sets of the participants to make them highly effective leaders and managers

Students learn highly practical skills that have been developed and utilised for use in negotiation and conflict management in the public and private sectors. Skills taught to, and used by, employees of government agencies, judges, prosecutors, Fortune 100 companies, investment funds, hedge funds, through to small businesses, lawyers and others throughout the public and private sectors.

Topics covered in the module:

Conflict and Alternative Dispute Resolution; Conflict Styles and Negotiation Strategies and Situations; Moving towards a Positive Outcome: Distributive Negotiation; Moving towards a Positive Outcome: Integrative Negotiation; Effective Communication, Information Collection and Questioning; Persuading and Influencing Others; Behavioural Economics in Negotiation and Conflict Management: Heuristics and Biases; Conflict in the Workplace; Conflict Management and the Role of the Team Leader; Theories and Styles of Leadership vis-à-vis Conflict Management.

Assessment: one two-hour unseen written examination (70%) and coursework (30%).

Strategic Projects

Strategic Project [BAM900]

This module is a capstone project involving the development of business research skills and their application to real world business-related problems. Core to the project is the requirement for students to acquire an underpinning in research methodology, applying research skills to the collection and analysis of data within a business-related scenario. This involves identifying and analysing data and information in relation to business challenges, researching alternative solutions, and applying a judgement based on assessment of the evidence.

The module provides an opportunity to demonstrate independent academic research skills and apply them in a professional context, which includes the requirement to present an analysis of, and potential solutions and recommendations, to a business-related issue in a format suitable for a professional.

Assessment: one 8,000 word project report (70%) and coursework (30%).

Strategic Project in Accountancy [BAM905]

This module is a capstone project involving the development of business research skills and their application to real world business and accountancy-related problems. Core to the project is the requirement for students to acquire an underpinning in research methodology, applying research skills to the collection and analysis of data within an accountancy-related scenario. This involves identifying and analysing data and information in relation to business challenges, researching alternative solutions, and applying a judgment based on assessment of the evidence.

The module provides an opportunity to demonstrate independent academic research skills and apply them in a professional context, which includes the requirement to present an analysis of, and potential solutions and recommendations, to a business-related issue in a format suitable for a professional.

Assessment: one 8,000 word project report (70%) and coursework (30%).

Strategic Project in Entrepreneurship and Innovation [BAM910]

This module is a capstone project involving the development of business research skills and their application to real world business and entrepreneurship-related problems. Core to the project is the requirement for students to acquire an underpinning in research methodology, applying research skills to the collection and analysis of data within an entrepreneurship-related scenario. This will involve identifying and analysing data and information in relation to business and management challenges, researching alternative solutions, and applying a judgment based on assessment of the evidence.

The module provides an opportunity to demonstrate independent academic research skills and apply them in a professional context, which includes the requirement to present an analysis of, and potential solutions and recommendations, to an entrepreneurship-related issue in a business-related context.

Assessment: one 8,000 word project report (70%) and coursework (30%).

Strategic Project in Finance [BAM915]

This module a capstone project involving the development of finance research skills and their application to real world business and finance-related problems. Core to the project is the requirement for students to acquire an underpinning in research methodology, applying research skills to the collection and analysis of data within a finance-related scenario. This involves identifying and analysing data and information in relation to valuation and corporate finance, researching alternative techniques, and applying a judgement based on assessment of the evidence.

The module provides an opportunity to demonstrate independent academic research skills and apply them in a professional context, which includes the requirement to present an analysis of, and potential solutions and recommendations, to a finance-related issue in a business-related context.

Assessment: one 8,000 word project report (70%) and coursework (30%).

Strategic Project in Health [BAM930]

This module is a capstone project involving the development of health research skills and their application to real world management-related problems. Core to the project is the requirement for students to acquire an underpinning in research methodology, applying research skills to the collection and analysis of data within a health-related scenario. This involves identifying and analysing data and information, researching alternative techniques, and applying a judgement based on assessment of the evidence.

The module provides an opportunity to demonstrate independent academic research skills and apply them in a professional context, which includes the requirement to present an analysis of, and potential solutions and recommendations, to a health-related issue in a business-related context.

Assessment: one 8,000 word project report (70%) and coursework (30%).

Strategic Project in Law [BAM920]

This module is a capstone project involving the development of business research skills and their application to real world business and law-related problems. Core to the project is the requirement for students to acquire an underpinning in research methodology, applying research skills to the collection and analysis of information within a business-related scenario. This involves identifying and analysing information in relation to legal challenges in business, researching alternative solutions, and applying a judgement based on assessment of the evidence.

The module provides an opportunity to demonstrate independent academic research skills and apply them in a professional context, which includes the requirement to present an analysis of, and potential solutions and recommendations, to a law-related issue in a business-related context.

Assessment: one 8,000 word project report (70%) and coursework (30%).

Strategic Project in Leadership [BAM925]

This module is a capstone project involving the development of business research skills and their application to real world business and leadership-related problems. Core to the project is the requirement for students to acquire an underpinning in research methodology, applying research skills to the collection and analysis of data within a business-related scenario. This involves identifying and analysing information in relation to leadership challenges in business, researching alternative solutions, and applying a judgement based on assessment of the evidence.

The module provides an opportunity to demonstrate independent academic research skills and apply them in a professional context, which includes the requirement to present an analysis of, and potential solutions and recommendations, to a leadership-related issue in a business related context.

Assessment: one 8,000 word project report (70%) and coursework (30%).

Appendix B – Assessment Criteria

This is an indicative description of expectations at each grade level. Overall grades comprise qualitative and quantitative elements. The setting of questions, tasks and requirements and the accompanying marking scheme should take account of the criteria below.

Distinction (80+%)

An answer falling into the mark range 80+% demonstrates:

- very significant ability to evaluate critically existing methodologies and suggest new approaches to current research or professional practice;
- very high levels of creativity, originality and independence of thought;
- very significant ability to plan, organise and execute independently a research project, coursework assignment or examination question;
- very significant ability to evaluate literature and theory critically and make informed judgements;
- very significant ability to analyse data critically;
- outstanding levels of accuracy, technical competence, organisation and expression.

Distinction (70 to 79%)

An answer falling into the mark range 70 to 79% demonstrates:

- a capacity to develop a sophisticated and intelligent argument;
- clear evidence of wide and relevant reading, referencing and an engagement with the conceptual issues;
- original thinking and a willingness to take risks;
- a significant ability to plan, organise and execute independently a research project, coursework assignment or examination question;
- rigorous use and a sophisticated understanding of relevant source materials, balancing appropriately between factual detail and key theoretical issues. Materials are evaluated directly and their assumptions and arguments challenged and/or appraised;
- significant ability to analyse data critically;
- correct referencing.

Merit (60 to 69%)

An answer falling into the mark range 60 to 69% demonstrates:

- a detailed understanding of the major factual and/or theoretical issues and directly engages with the relevant literature on the topic;
- strong evidence of critical insight and thinking;
- a capacity to develop a focused and clear argument and articulate clearly and convincingly a sustained train of logical thought;
- an ability to plan, organise and independently execute a research project, coursework assignment or examination question;

- an ability to analyse data critically;
- clear evidence of planning and appropriate choice of sources and methodology with correct referencing.

Pass (50 to 59%)

An answer falling into the mark range 50 to 59% demonstrates:

- a reasonable understanding of the major factual and/or theoretical issues involved;
- evidence of some knowledge of the literature with correct referencing;
- examples of a clear train of thought or argument;
- an ability to plan, organise and independently execute a research project, coursework assignment or examination question;
- how to introduce and appropriately conclude a text.

Fail (40 to 49%)

Fails to meet the minimum requirements of the assessment criteria. An answer falling into the mark range 40 to 49% demonstrates:

- some awareness and understanding of the literature and of factual or theoretical issues, but with little development and/or irrelevant/unrelated material or arguments are included;
- a limited ability to present a clear and coherent argument;
- a limited ability to plan, organise and execute a research project, coursework assignment or examination question;
- a limited ability to analyse data;
- incomplete referencing.

Fail (20 to 39%)

Fails to meet the minimum requirements of the assessment criteria. An answer falling into the mark range 20 to 39% demonstrates:

- clear conceptual or factual errors or misunderstandings;
- only fragmentary evidence of critical thought or data analysis;
- very limited ability to plan, organise and execute a research project, coursework assignment or examination question;
- fails to develop a coherent argument that relates to the research project or assignment or fails to answer the question or to develop an argument that relates to the question set;
- a lack of engagement with the relevant literature or demonstrate a knowledge of the key issues;
- incomplete referencing.

Fail (0 to 19%)

Fails to meet the minimum requirements of the assessment criteria. An answer falling into the mark range 0 to 19% demonstrates:

- little or no knowledge or understanding;
- little or no knowledge of the relevant literature;
- no demonstrable ability to plan, organise and execute a research project, coursework assignment or examination question;
- no evidence of critical thought or data analysis;
- short answers and incoherent argument;
- major errors in referencing.