

Course Information Sheet

BSc (Hons) Business Management and Leadership

Mode and course length – Full-Time (4 years)

Location – ARU Cambridge Campus

Awarding Body – Anglia Ruskin University. As a registered Higher Education provider Anglia Ruskin University is regulated by the Office for Students.

Overview

Location of study:

Level 3 – ARU Cambridge Campus

Level 4-6 – ARU Chelmsford Campus

Contemporary political, social and economic developments and contexts suggest the need for a coherent and sound understanding of different organisational forms, the wider political, economic and social environments in which they operate and, crucially, the critical role of leadership and management in organisational survival & performance.

Our BSc (Hons) Business Management and Leadership will prepare you to undertake leadership and managerial roles in all forms of organisational contexts (Private, Public and 3rd Sector), but will particularly equip you with knowledge and analytical skills to effectively assume leadership roles in business and management in both national and global contexts. The topics and modes of subject delivery enable students to develop a wide range of intellectual and analytical abilities relevant to organisation, leadership and management, including the ability to think critically and independently, which is crucial in an ever-changing, expansive and volatile economic, business and social context.

You'll be taught by inspiring specialists, from a range of academic, professional and industry backgrounds, who are enthusiastic and keen to share their wealth of knowledge and experience, using some of the state of art pedagogic ideas and facilities such as Team-based Learning (TBL) to make sure you gain the skills you need for a successful career. Our affiliation with the Charter Management Institute (CMI) gives us access to regular guest speakers from leadership positions in industry, commerce, public and 3rd Sectors, who are willing to also share their knowledge and experiences.

With a student body and academics from all over the world, you will learn to operate in a multi-national cultural environment, which is highly valuable preparation for today's global marketplace.

Course Delivery

Our courses are delivered through teaching and learning methods which provide students with the widest possible exposure to a modern and innovative higher education experience.

These methods vary and could include attendance at lectures and seminars, undertaking laboratory exercises or work-based activities, practical work, performances, presentations, field trips, other relevant visits and e-learning through Canvas, our online learning management system.

Each course is divided into a number of 'modules' which focus on particular areas, each of which has a specific approach to its delivery. This information is published to students for each module they take via the Module Definition Form (MDF) and Canvas.

Assessment

You'll be assessed by examination, coursework, essays and activity based assignments. This will include individual and team-based modes of assessment that consistent with our innovative Team-based Learning (TBL) mode of delivery that employs some of most current state of the art teaching and learning technologies. You'll also be able to access support materials supported by materials accessed through our virtual learning environment.

Fees

Information about your course fee including any annual fee increases or deposits (if required) can be found in your offer letter.

Modules

Core Modules

Year 1: Foundation in Business

This module will provide students with the necessary skills to begin studying at level 4 in courses related to Business, Accounting, Finance, Marketing, Tourism and Economics.

Students will be introduced to the core skills necessary to succeed in higher education, including thinking critically, researching and referencing appropriately, demonstrating appropriate numeracy and ICT skills, and communicating effectively verbally and in writing.

Students will also be introduced to specific concepts related to their degree programmes including the functions of a business, business law, ethics and intercultural studies. Real-world applications of these theories in business will be highlighted, and students will practice applying the theory to case studies.

The module is made up of the following 8 constituent elements:

- Interactive Learning Skills and Communication (ILSC)
- Information Communication Technology (ICT)
- Critical Thinking
- Core Maths
- Ethics
- Intercultural Studies
- Business Law
- Introduction to Business

Year 2: Principles of Marketing

Principles of Marketing is a module which presents first year students with a foundation in the core theories and models of marketing, from a bottom-up perspective. The module instils in students an understanding of how marketing operates as a key functional area within business and how it critically interacts with other areas such as accountancy, human resource management and business management. The emphasis of the module is upon examining the role that marketing management can play in implementing and controlling the marketing mix processes. Alternative approaches in the use of the marketing mix will be discussed, analysed and evaluated looking at both the short and long-term organisational and market demands. The module takes examples from a diverse range of sectors from Fast Moving Consumer Goods, to the Third Sector and Arts organisations. In tandem the module takes a critical view of marketing and examines the ethical challenges of marketing along with the role which marketing can play in either aiding or stymying sustainability.

The module will consist of twelve one hour lectures supported by weekly two hour seminars. Lectures will disseminate the theory underlying marketing principles whilst seminars will be more interactive and allow students to apply the theory in group activities. Seminars will also be utilised for practising and refining the models and theories.

Year 2: Economics for Managers

This module is an introductory economics course designed for students with either no background in economics or those with A-level/Higher/High School diploma in economics. It provides an introduction to the fundamentals of economics and focuses on

applying key insights to business and management applications. Due to the nature of modern economics the approach of the module is necessarily analytical, but the analysis is non-technical and relies on verbal reasoning and graphical methods. Wherever possible real world examples will be used to illustrate economic principles. The first part of this module focuses on microeconomics - the decisions and behaviour of individuals and firms, and of government within a single industry. The economic principles underlying the determination of price and output, firm costs, industrial structure and market failures are outlined. The second part of the module focuses on macroeconomics - the economy at aggregated national and international levels - and its impacts on business behaviour. We will cover the key macroeconomic variables, how they influence business activity and government macroeconomic policy.

Year 2: Accounting for Managers

The module aims to give students a sound grasp of the basics of financial reporting (context, purposes, regulatory framework). It introduces the principal concepts of financial accounting. The preparation of principal financial statements will also be explored. This module is also designed to introduce students to key management accounting skills necessary to support decision-making. It will emphasise the acquisition and application of skills and knowledge necessary to inform managers responsible for planning, decision-making and control and will provide the underpinning skills and knowledge required for more advanced study. The key issues addressed will be the fundamentals of cost data collection, analysis and allocation of costs, costing of products and services using absorption and marginal costing techniques, short term decision making - Cost Volume profit analysis, budgeting and budgetary control.

The key techniques will be demonstrated and applied in active learning workshop sessions and students will be expected to work on practical examples and case studies.

One of the main focuses for the design of this module has been the further development of relevant employability and professional skills. Such skills are implicit in the learning outcomes.

Year 2: Contemporary Issues in Work and Society

Contemporary workplaces are increasingly complex: workers' roles are multifaceted and often difficult to define. As a result, supporting, developing and managing people at work is becoming more demanding. This module addresses this challenging context by considering work as consisting of the dynamics between people, work and society, and will encourage students to be critical by exploring theories and workplace practices through the lens of sociology and social-psychology. This module will explore the nature of work and society and will draw on theories associated with the nature of work, organisation and management to locate the changing nature of work in an historical, social and cultural context. There will be an historical and critical review of schools of thought and key writers, which will introduce students to the tradition of social science theory and practice. The module will encourage students to think about issues associated with class, gender, ethnicity and identity and how these are linked to the notion of 'work'. Students will be able to explore what 'work' means; why do people work; and what are the different types of work that occur. The module will focus on issues of industrialisation, deindustrialisation, notions of career and identity and places and spaces of work. A major part of this module is the discussion of innovative and new ways of looking at work through the lens of sociology and social-psychology.

Students will be encouraged to explore sociological ways of seeing work and organisations and understanding the relationship between work, organisations and society more generally. As the module will focus on the wider context of work, and take into account the societal challenges associated with changing patterns of work, students will be prepared for the new realities of work. This includes working practices such as distributed, networked organizations and nonstandard employment contracts, as well as more conventional organizational work practices.

Year 2: Higher Education and Business Essentials (Finance and Leadership)

This module aims to equip learners with the knowledge and skills that are essential for students to function effectively as independent self-learners within the higher education learning environment, with particular reference to the general area of business management and the specific subject matters of Finance and Leadership. Therefore, the module aims to help students to understand, develop and apply essential academic and business skills including: time management; research, critical analysis and critical writing, assessment awareness and strategy, learning style, protocols concerning the use and referencing of other people's ideas and work, relevant information technology and associated software packages, presentation skills and teamwork.

Year 2: Globalisation and the Global Business Environment

This module introduces students to the concept of globalisation and dominant environmental factors that facilitate or constraints the globalisation of economic and business activity. It explores the political, economic, social, legal, ecological and technological factors in the international business environment. Attention will be paid globalisation and its implications for competitive environment. Accordingly, the module will introduce students to the concept of globalisation and the key social, economic and technological changes that define and shape the contemporary global business environment. An understanding of contemporary trends in the global economy will be considered, as will the importance of country attractiveness, and its indicators such as foreign direct investment (FDI) and other forms Multi and Transnational organisational activity. The various factors that facilitate and/or constraint contemporary trends will be discussed and evaluated and so will the social implications of such trends and activities for national sovereignty. As such, the module will introduce students to the pros and cons of globalisation and debates around concepts such as Corporate social responsibility and social dumping. The cross-cultural focus on Global Business Environment will prepare students the global leadership approach that is covered at subsequent levels of the course.

Year 2: Foundations of Leadership and Management

Increasingly, there is growing consensus that organisational success (regardless of type or sector), hinges people and the extent of their commitment to the goals of the organisation. The role of leadership in engendering commitment of, safe to say, unquestioned. However, the question of what constitutes leadership and management and, more importantly, effective leadership and management, remain to be contested.

This module aims to achieve two goals. First, it aims to introduce students to core concepts about Leadership, Management and, the leadership and management functions. Second, it aims to familiarise students with core content of their course and, in that process, also introduce them to the academic staff that deliver their course and thus, strengthening course identity. Accordingly, in addition to covering basic theories and debates about the nature of Leadership, Management and their roles in organisation, the module will cover Leadership related business and organisational theories and issues that are covered in some of the compulsory modules at subsequent levels (Levels 5 & 6) of the course. The module will therefore introduce students to the history and theories of Leadership and Management and the Leadership and Management function in both business (for profit) and social (none-profit) organisational contexts. It will, as well, introduce students to business and organisational theories and issues that are relevant to understanding leadership, organisation and business. These will include topics such as: 3rd section organisation and leadership; Strategy and; crucially, Research methods in Business and Leadership studies.

Year 3: Business Research Methods

The module will introduce students to business and organisational research methods. The module will cover a range of qualitative and quantitative research methods. The module provides a guide to understanding the tacit and explicit processes whereby students are socialised into the field of business and management research. It is a practical module informed by theory and real-life examples, which helps students explore the philosophical debates and underlying business and management research and considers how they relate to our understanding of knowledge and business practice. The module also adopts a more specific focus on the key research skills that are involved in primary, secondary, and mixed methods business and management research. Students will be introduced to the importance of research to the business world, they will learn how to review academic literature, how to construct research questions and objectives, how to construct a research design, how to write a research proposal, how to choose between analytical techniques and different research tools and how to analyse qualitative and quantitative data. It also provides opportunities for students to look further into research and support is provided in terms of managing research relationships, writing an ethics application for a research committee, gaining research access, and disseminating research and getting published. The module will prepare students to conduct research independently in preparation for their final year dissertation. This module uses a participative approach to learning and teaching, which is designed to provide a positive student learning experience. Students are encouraged to develop their ability to critically assess both the theory and practice of business and management research and to reflect on their own learning and development. This is achieved through lectures, seminars, independent study, preparation for class and coursework and the completion of formative and summative assignments.

Year 3: Strategic Management

Strategic Management is a fascinating discipline that studies the long-term purpose and direction of organisations, by looking at how to achieve a sustainable competitive advantage. In this foundational module, students are expected to accomplish a range

of learning outcomes related to both strategic analysis and formulation. The first part of the module focuses on core frameworks and analytical techniques that will enable students to assess the resources and capabilities of organisations in relation to the conditions of the industry and the macro environment, and stakeholder pressures. The module concludes with the evaluation of business-level and corporate-level strategies, providing a springboard to the Advanced Strategic Management module in the final year, focused on strategic implementation. The module offers a rich learning experience that combines classic and cutting-edge theory with practice, drawing on the latest strategic management research, practitioner journals, and business news. Throughout the trimester, students are constantly challenged to reflect about the global nature of competition, and how strategic management can contribute to the creation of shared value and business sustainability. Teaching methods rely on case studies and formative experiential exercises that directly contribute to the module assessment and the development of a range of employability skills. Through group discussions in lectures and tutorials, students are encouraged to improve their interpersonal skills, oral communication, and team working. Through the application of strategic concepts in classes and written assignments, problem-solving, and assessment preparation are promoted. Our objective is that, by successfully completing this module, students will be able to apply strategic management to their careers and lives, thus becoming better managers, entrepreneurs, decision-makers, and change agents.

Year 3: Career Development and Employability

We will support you to increase self-awareness and engage with career management behaviours that are essential to compete successfully in the graduate labour market. The module has been designed in consultation with our employer forum and employability service and is delivered by academic staff, employability advisers and industry guest speakers. Although highly practical, this module also provides you with evidence-based insights into the contemporary world of work and the business market, in response to direct feedback from employers. Key themes covered in lectures are: career development theory, traits analysis, labour market analysis and recruitment & selection processes. During workshops, you will engage in individual and group tasks involving labour market analysis, traits analysis, skills audits and testing, case study exercises and real-life scenarios in recruitment and selection.

Year 3: Financial Sustainability

This module is an introduction to how sustainability/ESG (economic, environmental, social and governance) issues have become financially material to the global financial market. These issues have a direct impact on risk exposure and the quality of public, private and government debt/equity investments. By the end of the module, you should understand how these issues affect investment decisions made by institutional investors, corporate lenders, insurance companies, asset management funds, hedge funds, venture capitalists and retail investors, as well as business decisions made by corporate managers. They will be exposed to the global sources of environmental/sustainability corporate performance information, how "best-in-class" environmental investment relates to, and is different from, socially-responsible investing (SRI), and differences between European, North American and Asian markets. Risk management aspects of sustainable finance will be addressed, especially in regards to emerging finance areas such as green economy, corporate governance, sustainable development and agriculture/water development projects. SEC Reporting requirements for sustainability risks and opportunities, and the prospect of the issuance of "Integrated Corporate Reports" that combine financial and sustainability reporting will be discussed. The ethics of sustainability issues and their impact on management and finance will also be addressed.

This module also provides an introduction to techniques and themes in sustainable investing and examines the relationship between investment return expectations, economic growth and sustainability initiatives. The module aims to provide a set of tools to analyze the monetary value of sustainable investing and to examine the potential and pitfalls of the standard measures of growth, risk and return.

Year 3: Leadership In Practice

This is a self-managed and experience-based module that requires students to engage with, and subsequently reflect upon and assess, their own learning and development in an on-going manner as demonstration of their commitment to continuing professional development as a leader. This module will investigate and evaluate classical and contemporary approaches to leadership theory, focusing on leadership at supervisory, middle and senior management level. There will be a strong emphasis on applying the theory to one's own personal leadership with a view to enhancing leadership performance or potential for leadership/promotion to more senior management roles within the organisation. Developing leadership in others through coaching and mentoring will also be discussed and explored to build on the learning partnerships that were developed in the first year modules. One of the main focuses for the design of this module has been the further development of relevant employability and professional skills. Such skills are implicit in the learning outcomes. Multiculturalism has been considered during the design of this module.

Year 3: Business Economics

This module takes further the introductory materials involving the economic underpinnings of business and management activity encountered in the corresponding core module. It is designed to develop further analytical skills and an understanding of the economic principles and how they apply to the business environment. The module explores various aspects of business behaviour, including acquiring an efficient mix of inputs, price and output determination, and growth strategies. The focus is on providing the tools needed to build the bridge between the economic theories and practice by furthering the students' knowledge on some of the techniques of economic analysis (demand analysis, costs analysis, game theory). In this module, students will acquire vital tools for applying economic analysis to managerial decision making, which are valuable to any business.

Year 4: Leadership, Organisational Planning and Performance

This module is designed to confront contemporary issues and examine the nexus between leadership, organisational planning and performance. Focusing on the theoretical constructs and debates students will be encouraged to realise the fundamental relationship between leadership and organisational planning and the implications for Organisational performance.

Through the creation of a written report, such as a Consultant's Report, students will firstly examine contextual issues of a case study or real-life environment. This will lead to the formulation of strategies and interventions in a final consultant's report to address the identified contextual issues.

This module will allow students to integrate their prior understanding of operational aspects of leadership, strategy and ethics developed at levels 4 and 5 with the wider social contexts in which they occur and role leadership plays.

Year 4: Undergraduate Major Project (Business and Organisations)

The Undergraduate Major Project module allows students to engage in a substantial piece of individual research on a topic of their choice within the business, and management field under the supervision and guidance of members of academic staff. This module requires the student to develop a chosen topic into a specific project with their supervisor over the course of the final undergraduate academic year. Supervisors will discuss with students contemporary research problems and issues based on their research and practice. The main focus of this module is the furtherance, and development of, transferable skills, which include the ability to manage a complex project, conduct extensive research, presentation and self-management skills. Such skills are implicit in the learning outcomes. The project will provide theoretical underpinnings that will involve an in depth review of the literature specific to the aims, objectives, and questions of the research. This will require students to consider, and select, a variety of relevant literature, identifying key concepts that have been synthesized from a variety of sources. This will help students to consider an appropriate research design and methodology, and its operational and ethical implications. Completion of the university ethics approval form will be required for all projects, and will usually be conducted as the project proposal is created, in the level 5 module; Business Research Methods. However, should students have direct access to this module through APL processes, or should they change the focus of their project after the proposal stage, they will need to begin their research journey by obtaining the relevant ethical permission. Throughout the module your supervisor will support you in terms of content and skills development so that you can work semi-autonomously on your individual research project. This is achieved through supervisory meetings throughout the year. Students' regular contact with their supervisor and attendance at supervisory meetings is essential to review the project progress through the receipt of feedback and thus leads to the successful completion of the project.

Year 4: Advanced Strategic Management

This level-six module is concerned with how an organisational strategy takes shape and what strategists actually do. The module is organised around five thematic areas. Firstly, it focuses on the evaluation of strategic options in terms of three criteria: suitability, acceptability and feasibility. Techniques of evaluation are provided, explained and illustrated. Secondly, 'intended strategy development' versus 'emergent strategy development' is examined as two broadly different approaches of strategy development. The third thematic area covers the role of organisational structures and systems in strategy development. The fourth theme is the leadership of strategic change. The development of a new strategy often involves significant organisational change and managing change emerges as a key determinant for strategic success. Lastly, the module discusses the practice of strategy: a. who is involved in strategy development, b. the types of activities in which strategists are involved, and c. the types of methodologies that strategists use. The module is designed to be practical and problem-oriented. There is an explicit focus on enhancing students' employability and professional skills. In particular, the emphasis is on application of concepts and frameworks which assist the student analyse and gain insight to strategic challenges faced by an organisation.

Year 4: Practicing Sustainable Business

This module will develop the ideas discussed in the module Responsible Business and invite you to critically reflect on the practice of sustainable business. However, the module Responsible Business is not a pre-requisite. It will explore a number of alternative approaches to business which stem from a broader outlook of business including; the benefits of business coalitions networks, ethics, globalisation, Corporate social responsibility (CSR), Corporate citizenship and the sharing economy. This module encourages you to recognise the diverse nature of the current workforce and the advantages this diversity can offer to employers. You will explore both the ethical and social framework underlying the management of diversity and will explore why diversity is important, emphasising the benefits in terms of improving creativity as well as understanding the policies and practices that support the effective management of diversity and ethics within businesses. You will also address the importance of understanding and managing the natural capital within their business. It will cover mechanisms for 'valuing' this capital within the financial framework of a business and how this can improve the resilience of a company to future environmental risks. It will include the issue of corporate reporting of social & environmental risks and impacts (and the debates about this, e.g. in the EU and around the Rio 2012 conference). The role of environmental management as a mechanism for measuring and monitoring environmental aspects and impacts will be addressed, and the wider business benefits of environmental management (e.g. for human resources and CSR) will be discussed. Finally this module will evaluate the risks of business as usual, or of getting it wrong, for example using case studies of Motorola, Caterpillar etc.

Year 4: Leadership Development

The complex and volatile environment that organisations face and the need for flexibility and adaptation to change, make developing leaders and expanding their capabilities and skill set increasingly important. One of the fundamental debates of leadership theory and practice is the concept of whether leadership can be learnt. The premise of this module is that Leaders are not born; they are made, and it aims to introduce students to the purpose and practice of leadership development.

This module will build on the concepts and theoretical underpinning of the Level 5 Leadership in Practice module, in furthering the debate regarding the nature of leadership being learned or innate. The module will also consider the factors in learning and how learning from experience underpins leadership development. Core and related concepts of leadership development, such as the purpose, the methods, and the organisational factors will be explored, as well as contemporary theories and debates of the context of leadership development.

Consequently, the module aims to enable students to critically examine the purpose and practice of leadership development, the organisational conditions that facilitate its effectiveness and the future trends for developing leaders in an organisational context according to leadership and organisational research.

Optional Modules

(Subject to availability)

Year 3: A Module from the Anglia Language Programme

Year 3: Project Management

Project management is a key skill for any future professional to acquire, at some stage in your career you will be involved in delivering or working on a project. This module focuses on providing a sound basis for managing or working on projects. You may be a future Marketer with managing marketing campaigns in mind, a future HR Professional who may be called upon to manage a recruitment project or indeed, you may be called on to work on another type of business improvement or implementation. In essence, the concept of managing a project hinges on one quite basic principle, managing the triangle of: quality of the project outcomes, cost and time. In practice, this is a complex juggling act. This module first distinguishes a project from other types of operations processes and explores the key skills of a project manager. Then the major process groups, according to the PMBOK (Project Management Body of Knowledge) are applied, these are: initiation; planning; executing; monitoring and controlling and closing a project. The importance of stakeholder management and risk management will be emphasised. Students will use software to schedule and cost projects during the planning phases. The use of monitoring and controlling techniques, including cost control, time management and resource optimisation will be explored. After the main process groups have been covered, the final part of the module is on improving the success of projects. There is exploration of how to measure success and furthermore, the principles of agile project management are discussed.

Year 4: International Intercultural Management

In an increasingly global business environment, those involved in international business and management must develop the insights and skills to interact with customers and stakeholders in a culturally sensitive way. The module introduces and examines the work of important researchers in the field such as Hofstede, Hall, Watson, Tayeb, Holden, Hampden -Turner and Trompenaars. It explores the application of these theories to decision making at the level of the individual, the team and the organisation. It examines strategic dilemmas where culture plays an increasingly influential role in companies of all sizes. It presents cultural diversity as a central element in the phenomena of business change and organisational development through the use of case studies and interactive scenarios. It draws on the diversity of the student group as a resource and attempts to generate dynamic learning experiences. This intercultural management module will sensitise the students to each other's cultural differences and work practices. It will then focus on a series of target cultures as representative of the international business environment, exploring and analysing effective (and ineffective) approaches to cross-cultural communication in a wide range of business and management contexts. The module will achieve this through a lecture programme that will introduce the context, frameworks and concepts. These will be applied through a seminar programme that will be built on applying them through individual self-directed learning, group work through synthesising the individual work and group presentations to the seminar for general discussion.