BBA (HONS)
EURO-AMERICAN MANAGEMENT

A GUIDE TO YEARS 3 & 4

2015-16
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INTRODUCTION

Welcome to the BBA (Hons) European American Management degree programme at Lancaster University Management School (LUMS). You are now a student of not just one university but two! On this course you will be regarded both as a Lancaster student and as a student of your partner institution - RMS Reims, ESB Reutlingen, UCSC Piacenza, ICADE Madrid or D'Amore-McKim School of Business, Northeastern University.

It is important to note that you will follow the regulations of Lancaster University for the BBA (Hons) European American Management and those of the partner institution for their degree. These will differ in terms of regulations relating to assessment, examinations, the classification of the degree and other areas, so please make sure that you are clear about both sets of regulations. The Lancaster University regulations can be found at http://www.lancs.ac.uk/celt/celtweb/marp

THE EURO-AMERICAN BBA TEAM

The Programme Director is Dr Bogdan Costea whose office is Charles Carter B04, Department of Organisation, Work and Technology.

Telephone - 01524 (5)10956
E-mail: b.costea@lancaster.ac.uk

The Programme Co-ordinator is Steven Moorhouse who is located in the Management School Undergraduate Office, room A3.

Telephone - 01524 (5)94066
E-mail: s.moorhouse1@lancaster.ac.uk
Other useful contacts include:

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<thead>
<tr>
<th>Role</th>
<th>Tel No.</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fran Riley UG Consortial Programmes Officer</td>
<td>(5)93703</td>
<td><a href="mailto:f.riley@lancaster.ac.uk">f.riley@lancaster.ac.uk</a></td>
</tr>
<tr>
<td>Rory Daly Placement Officer</td>
<td>(5)10763</td>
<td><a href="mailto:r.daly@lancaster.ac.uk">r.daly@lancaster.ac.uk</a></td>
</tr>
</tbody>
</table>

The Undergraduate Office is open from **Monday to Friday** from **10am-12pm** and **2pm-4pm**.

It is the job of the Euro-American BBA Team to work together to ensure that the Euro-American BBA runs as smoothly and successfully as possible and that you enjoy your studies. If, at any time, you have any problems e.g. with your work, your course tutors, personal matters or with any aspect of your time here you should call in to see Stephen or Fran. Alternatively, you can contact Bogdan and make an appointment to see him.

Our mission is to ensure that you work hard, learn a lot, enjoy yourselves and emerge after four years as a highly valuable member of society. Don't worry if this all seems rather daunting - there are plenty of people around to help you.
PARTNER INSTITUTION CONTACTS

You are also welcome to contact the course director of your partner institution. They are:
Each of the above usually visits us before Christmas and occasionally again in the spring. They will want to meet you and talk to you. These are important opportunities for you to find out more about the degree from the partner institution and your third and fourth years.

<table>
<thead>
<tr>
<th>Institution</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jane Mackinnon</td>
<td><a href="mailto:jane.mackinnon@neoma-bs.fr">jane.mackinnon@neoma-bs.fr</a></td>
</tr>
<tr>
<td>Rolf Daxhammer</td>
<td><a href="mailto:Rolf.Daxhammer@Reutlingen-University.de">Rolf.Daxhammer@Reutlingen-University.de</a></td>
</tr>
<tr>
<td>Marta Ramos</td>
<td><a href="mailto:martaram@cee.upcomillas.es">martaram@cee.upcomillas.es</a></td>
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<td>Aguilar</td>
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<tr>
<td>Laura Zoni</td>
<td><a href="mailto:r.cohen@neu.edu">r.cohen@neu.edu</a></td>
</tr>
<tr>
<td>Robin Cohen</td>
<td></td>
</tr>
</tbody>
</table>

LUSIPBS

LUSIPBS stands for ‘Lancaster University Society for the International Partnership of Business Schools’ which is run by second year Euro BBA students. Please do get involved - it will be really worth it. You will find that these students will be an invaluable source of advice concerning courses, work placements, campus, social life etc. The society has contacts with the equivalent societies at RMS, ESB, UCSC and ICADE, so you will be able to contact students there. The LUSIPBS Exec will be attending the Meet Your Department talk on Monday and Friday of Intro Week and their contact details are also available on the Euro BBA noticeboard.
THE ACADEMIC YEAR

The academic year at Lancaster is divided into three terms. These are the Michaelmas Term (October to December, 10 weeks), the Lent Term (January to March, 10 weeks) and the Summer Term (April to June, 10 weeks). First-year courses run throughout the Michaelmas and Lent terms and for the first five weeks of the Summer Term. After that comes the examination period.

The term dates for 2015/16 are as follows:

<table>
<thead>
<tr>
<th>Term Type</th>
<th>Dates</th>
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<tbody>
<tr>
<td>Introductory Week</td>
<td>28th September to 2nd October</td>
</tr>
<tr>
<td>Michaelmas term</td>
<td>2 October 2015 to 11 December 2015</td>
</tr>
<tr>
<td>Lent term</td>
<td>8 January 2016 to 18 March 2016</td>
</tr>
<tr>
<td>Summer term</td>
<td>15 April 2016 to 24 June 2016</td>
</tr>
</tbody>
</table>
STUDENT REPRESENTATIVES

We will need 4 or 5 volunteers to become first-year Euro BBA student representatives. Further details of this will appear soon on the notice board. Euro BBA staff-student meetings are held two or three times a year and are attended by student representatives from each year of the Euro BBA and by staff.

At these meetings any relevant matters relating to individual courses or to the degree scheme as a whole will be discussed. However, we are happy to discuss any issue with any of you at any time - you do not have to wait for a meeting.

ACCOMMODATION

Please follow this link for information on accommodation on campus.

http://www.lancs.ac.uk/sbs/accommodation/undergraduate.html

Please note that the Lancaster Accommodation Team are aware that incoming Year 3 Euro BBA students require accommodation for the Michaelmas term and for their exams in the summer term.

OVERALL DEGREE STRUCTURE

The BBA in European Management is an 11-unit degree scheme; you will have taken the equivalent of 4 units in the second year at the partner institution, 2 units are to be taken in the third year and 5 units in the final year.

WORK PLACEMENTS

As part of this degree you must undertake a work placement of at least 16 weeks. The placement period is in Year 3 from January to May (in May you will return to Lancaster University to complete your Year 3 exams). The placement should ideally be in the UK, however we will accept placements in other countries if English is the main language of the workplace.
You need to be very active in seeking a placement. The LUMS Placement Officer, Rory Daly, will be in touch after the Easter vacation with further information and advice on placements. LUMS CEEC runs various workshops on CV writing, application forms, assessment centres, interviews etc, details of which can be found at [http://www.lums.lancs.ac.uk/careers/](http://www.lums.lancs.ac.uk/careers/)

Although the placement is not officially assessed/graded, the compulsory final-year dissertation (MNGT360) relates closely to your work during the placement. Performance during your placements may also be taken into account by the Board of Examiners when considering students whose overall mark falls close to a borderline between degree classes.

**PROGRAMME STRUCTURE CHARTS**
EURO BBA Year 4 Structure

Core Courses
(3 LU units, 45 ECTS)
- European Management Dissertation (MNGT360b)
- Strategic Management (MNGT301)
- Management & the Natural Environment (OWT230)

Optional Modules
(2 LU units, 30 ECTS)

Lent
- Strategic Management ‘Airline’ (MNGT302)
  Management and IT (OWT226)

Optional modules – see list
1 LU unit in each term
COMPULSORY MODULES

Year 3

In the third year students take 2 Lancaster University units (60 credits) and MNGT360a (3 credits). Students must take:

**MSCI231: Introduction to Operations Management (0.5 unit)**
Operations management is the core managerial discipline in all kinds of operation - from private sector manufacturing through to public sector services. It is about the human capacity to organise all of the operations that underpin the modern world: transportation, the generation of energy, retailing, the production of goods, the provision of medical and educational services and so on. Part of this discipline is analytical: being able to map, measure and understand operations problems - such as congestion, error and failure. Part of it is constructive: being able to design processes and put together plans. The course reflects this combination, and includes both qualitative and quantitative methods.

**OWT.223: Human Resource Management I (0.5 unit - 15 credits)**
The course introduces and analyses Human Resource Management. Participants should develop an ability to understand in some depth the origins of HRM, its constitutive elements, and the underlying cultural logic(s) of HRM practices. This will clarify the ways in which HRM practices function in the cultural context of 21st Century work. The Course will investigate the relationship between the multiple, and often contradictory discourses and techniques which make up HRM.

**ECON207, Managerial Economics (0.5 unit - 15 credits)**
This course covers aspects of microeconomics which are of relevance to general management. Techniques and tools of analysis are emphasised alongside relevant theory.

**MNGT360a - Employability Workshops and Placement (3 credits)**
This course consists of four compulsory workshops in the Michaelmas term which cover:
- Self-Assessment and Career Management
- Researching Placement Opportunities
- Winning CV’s and Application Forms
- The Assessment Centre

Based on these workshops, students will produce a portfolio containing material from each of the workshops which will be weighted at 10% (3 credits) of the overall mark for the dissertation module, MNGT360b.
Students must also select **one (15 credits)** option from the following list:

- **AC.F 211**  Accounting Information Systems and Auditing
- **AC.F 214M**  Principles of Finance
- **ECON228**  Games Theory
- **ENSI 207**  Entrepreneurs and Entrepreneurship
- **MSCI 242**  Spreadsheet Modelling for Management
- **MSCI 281**  Supply Chain Management
- **MSCI 354**  Structuring Complex Problems
- **OWT. 223**  Management and Organisational Behaviour
- **OWT. 227**  Analysing Organisations
- **OWT. 320**  Organisational Studies and the Management of Changes
- **OWT. 324**  Management and Organisation: Key approaches

**Year 4**

In the fourth year students take 5 Lancaster University units (75 credits). Students must take:

**MNGT360b: European Management Dissertation (1 unit – 27 credits)**

BBA European Management students write a dissertation on a management topic which is based either on certain aspects of the placement organisation or on a project (or projects) carried out during the placement. A supervisor will be allocated to every student and the precise topic will be agreed between the student and the supervisor. Fuller guidelines on the dissertation will be given to students during the 3rd year.

**MNGT301: Principles of Strategic Management (0.5 unit - 15 credits)**

This half-unit course aims to stimulate a critical awareness of the complexities of strategic management and to enable students to immerse themselves in the experience of ambiguity and ambivalence which frequently attends real life managerial situations. This course, complemented by the half-unit airline simulation, enables students to apply the concepts introduced in this course.

The course specifically aims to introduce students to the concepts and literature concerning strategic management and business performance, and to, develop students' critical capacities in formulating strategic problems and appraising and deciding between different approaches to their solution.
MNGT302: Strategic Management Simulation `Airline’ (0.5 unit- 15 credits)

Airline is a computer-based management simulation for teams of students. It was created in the USA in the mid-1980s and has been used successfully all over the world. Teamwork is an essential part of Airline. You have already been put into teams and there is no possibility that the composition of any team might be changed. Experience of teamwork, with people you may not know very well (or at all) is one of the main purposes of Airline.

The other main point of Airline is to give an idea of how the different functional areas of management fit together to affect the taking of decisions and the results arising from them. Obviously a simulation cannot be totally realistic - indeed in some respects we would not wish it to be so - but great care has been taken by its creators to give it at least a realistic flavour.

OWT.226: Management & IT (0.5 unit- 15 credits) (Lent)

This module considers several important transformations that have arisen in contemporary organisations as a result of the introduction and use of information technology. Though the focus of this course is on information technology, we focus on the social and organisational implications pertaining to the nature and use of information technology in organisations, NOT the technology per se. Each of these topics represents important developments in the nature and use of information technology in organisations. The module has a strong case study and independent research focus.

OWT 230 Management and the Natural Environment: Ethics and Sustainability I (0.5 unit) (Michaelmas)

Management has been described as constituting one of the most important influences in the contemporary world and managers as amongst the most significant actors. The course examines the nature of this influence, the role of the actors and the relationship between them and their environment. It aims to take account both of the consequences of management’s activities and of the extent to which they are constrained by moral, social and environmental influences. Topics to be covered include: the development of managerial influence, the ethics of management, management and the ecology, financial control and the control of finance, management and safety, management and the market, management and organisational futures.

Exam: 0% Coursework: 100%
Students must also select four options (60 credits) from the following lists (2 options in each term):

### Year 4, Michaelmas Term

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Pre-Requisites</th>
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<tbody>
<tr>
<td>AC.F 211</td>
<td>Accounting Information Systems and Auditing</td>
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<tr>
<td>AC.F 214M</td>
<td>Principles of Finance</td>
<td></td>
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<tr>
<td>AC.F 305</td>
<td>International Financial Management</td>
<td>AC.F 214</td>
</tr>
<tr>
<td>AC.F 306</td>
<td>Taxation</td>
<td></td>
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<tr>
<td>AC.F 307</td>
<td>Issues in Auditing</td>
<td>AC.F 211</td>
</tr>
<tr>
<td>AC.F 324</td>
<td>Quantitative Finance</td>
<td>AC.F214</td>
</tr>
<tr>
<td>ECON 228</td>
<td>Game Theory</td>
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<tr>
<td>ENSI 207</td>
<td>Entrepreneurs and Entrepreneurship</td>
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<tr>
<td>ENSI 309*</td>
<td>New Venture Planning</td>
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<tr>
<td>ENSI 310</td>
<td>Entrepreneurial Behaviour and Learning</td>
<td>ENTR 207</td>
</tr>
<tr>
<td>ENSI 313</td>
<td>Innovation</td>
<td>ENTR 207</td>
</tr>
<tr>
<td>ENSI 314</td>
<td>Family Business</td>
<td>ENTR 207</td>
</tr>
<tr>
<td>MKTG 210*</td>
<td>Marketing Research</td>
<td></td>
</tr>
<tr>
<td>MKTG 232</td>
<td>Advertising</td>
<td></td>
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<tr>
<td>MKTG 301*</td>
<td>Strategic Marketing</td>
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<tr>
<td>MSCI 242</td>
<td>Spreadsheet Modelling for Management</td>
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<tr>
<td>MSCI 251</td>
<td>Project Management Tools and Techniques</td>
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<tr>
<td>MSCI 281</td>
<td>Supply Chain Management</td>
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</tr>
<tr>
<td>OWT.223</td>
<td>Management and Organisational Behaviour</td>
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<tr>
<td>OWT.226</td>
<td>Management and Information Technology</td>
<td></td>
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<tr>
<td>OWT. 227</td>
<td>Analysing Organisations</td>
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</tr>
<tr>
<td>OWT.320</td>
<td>Management, Sustainability and the Natural Environment</td>
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<tr>
<td>OWT.323</td>
<td>Comparative and International HRM</td>
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</table>

* indicates that the module is a full unit (30 credits) and is studied in both terms.

### Year 4, Lent Term

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Pre-Requisites</th>
</tr>
</thead>
<tbody>
<tr>
<td>AC.F 212</td>
<td>Principles of Financial Accounting</td>
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<tr>
<td>AC.F 214L</td>
<td>Principles of Finance</td>
<td></td>
</tr>
<tr>
<td>AC.F 215</td>
<td>Advanced Principles of Finance</td>
<td>AC.F 214</td>
</tr>
<tr>
<td>AC.F 302</td>
<td>Corporate Finance</td>
<td></td>
</tr>
<tr>
<td>AC.F 308</td>
<td>Financial Statement Analysis and Business Valuation</td>
<td>AC.F214</td>
</tr>
<tr>
<td>AC.F 317</td>
<td>Strategic Management Control</td>
<td></td>
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<tr>
<td>AC.F 321</td>
<td>Investments</td>
<td>AC.F 214</td>
</tr>
<tr>
<td>ECON 208</td>
<td>Business and International Macroeconomics</td>
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<tr>
<td>ECON 212</td>
<td>Introduction to Econometrics</td>
<td></td>
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<tr>
<td>ECON 331</td>
<td>Industrial Organisation</td>
<td>ECON207</td>
</tr>
<tr>
<td></td>
<td>(compulsory module in Y3)</td>
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</tr>
<tr>
<td>ECON 327</td>
<td>Human Resource Economics</td>
<td>ECON207</td>
</tr>
<tr>
<td>ENSI 208</td>
<td>Small and Medium-Sized Enterprises</td>
<td>ENTR 207</td>
</tr>
<tr>
<td>ENSI 309*</td>
<td>New Venture Planning</td>
<td>ENTR 207</td>
</tr>
</tbody>
</table>
ENSI 311 Franchising ENTR 207
ENSI315 Social Contexts of Entrepreneurship ENTR207
LAW. 218 Foundations of Business Law
MKTG 210* Marketing Research
MKTG 225 Consumer Behaviour Co-requisite – MKTG 210
MKTG 229 Routes to Marketing Co-requisite – MKTG 210
MKTG 301* Strategic Marketing
MSCI 203 Introduction to Business Analysis and Technical Writing
MSCI 204 Developing Business Information Systems
MSCI 224 Techniques for Management Decision Making
MSCI 282 Quality and Risk Management
MSCI 331 Data Mining for Direct Marketing and Finance
MSCI 342 Advanced Spreadsheet Modelling MSCI242
MSCI 352 Project Management: Negotiation & Decision Support
MSCI 375 E-business
MSCI 382 Innovative Developments in Ops Management MSCI231

* indicates that the module is a full unit (30 credits) is studied in both terms.

Co-requisite-to be studied alongside/ with
Pre-requisite- must have been studied before

OWT. 224 Human Resource Management II
OWT. 228 The Changing Role and Context of Management
OWT. 321 Organisation Studies and the Management of Changes
OWT.322 Managing Human Resources

(compulsory module in Y3)
COURSE OUTLINES

**AcF 211  Accounting Information Systems and Auditing (0.5 unit) (Michaelmas)**
This module introduces and provides an overview of the design and main features of Accounting Information Systems (AIS). Also it offers an introduction to Auditing, including coverage of the regulatory framework, audit planning, systems auditing and substantive testing.
*Exam: 75%  Coursework: 25%*

**AcF 212  Principles of Financial Accounting (0.5 unit) (Lent)**
Principles of Financial Accounting examines the main features of financial reporting by UK companies, the associated regulatory requirements and the conceptual bases of these (UK Companies Acts and international accounting standards). Also examined are specific reporting topics of current interest and concern.
*Exam: 75%  Coursework: 25%*

**AcF 213M/L  Management Accounting for Business Decisions (0.5 unit) (Michaelmas/Lent)**
This module offers an introduction to the use of management accounting information for management purposes, including coverage of cost analysis, budgeting and performance measurement. It assumes a basic understanding of financial accounting, but no previous knowledge of management accounting. (AcF213M and AcF213L are identical modules).
*Exam: 75%  Coursework: 25%*

**AcF 214M/L  Principles of Finance (0.5 unit) (Michaelmas/Lent)**
This module covers project evaluation methods, risk, return and the cost of capital (including the capital asset pricing model), corporate financing (including dividend policy and capital structure), options, and working capital management. (AcF 214M and AcF 214L are identical modules).
*Exam: 75%  Coursework: 25%*

**AcF 215  Advanced Principles of Finance (0.5 unit) (Lent)**
This course provides a detailed analysis of three key Finance paradigms: (i) decision making under uncertainty, including utility theory, (ii) state preference theory and arbitrage pricing, (iii) capital asset pricing and market equilibrium, (iv) option pricing.
*Exam: 65%  Coursework: 35%*

**AcF 302  Corporate Finance (0.5 unit) (Lent)**
This course provides an in-depth analysis of corporate financing and investment decisions at an advanced level. It examines, among others, how firms choose their capital structure and payout policy, what corporate financing instruments are available at different stages of the firm’s development, and how firms evaluate new investment projects in the presence of debt financing. Further, students will learn to identify option features embedded in corporate decisions and value these options, and are introduced to corporate risk management.
*Exam: 75%  Coursework: 25%*
AcF 305  International Financial Management (0.5 unit) (Lent)
This course provides knowledge that is important to those concerned with financial management in a multinational setting. Areas covered include: (i) the relationships between exchange rates, interest rates and inflation rates (ii) forward, futures and option markets (iii) corporate exchange rate risk management.
Exam: 75%  Coursework: 25%

AcF 306  Taxation (0.5 unit) (Michaelmas)
This course examines the structure of direct taxes in the UK as they affect companies and individuals, the main policy issues and their implications for the conduct of business affairs.
Exam: 75%  Coursework: 25%

AcF 307  Issues in Auditing (0.5 unit) (Michaelmas)
The course examines the economic rationale for auditing and the structure of the auditing industry. Fundamental issues involved in auditing financial statements and financial information systems examined.
Exam: 75%  Coursework: 25%

AcF 308  Financial Statement Analysis and Business Valuation (0.5 unit) (Lent)
Introduces: the use of accounting numbers in the valuation of businesses; the properties of accounting ratios; accounting quality analysis, financial distress prediction; relationships between share prices and accounting numbers. Students must have taken at least one financial accounting course and at least one financial course.
Exam: 75%  Coursework: 25%

AcF 317  Strategic Management Control (0.5 Unit) (Lent)
The purpose of the course is to broaden students’ perspectives from viewing management accounting as being a purely technical activity to understanding how it contributes to the design and use of management control systems (MCS). It is intended to develop students’ ability to understand the role of accounting (and other) information in helping managers to control the activities they are responsible for. The course is designed around a set of relevant case studies.
Exam: 75%  Coursework: 25%

AcF 321  Investments (0.5 unit) (Lent)
This course covers the fundamental concepts and techniques of modern investment theory and practice, including security analysis, equity and bond portfolio management, asset allocation, performance evaluation, estimation of risk measures and hedging. It also places an emphasis on some practical issues in portfolio management.
Exam: 75%  Coursework: 25%
AcF 324  Quantitative Finance (0.5 unit) (Michaelmas)
This module describes time series models for financial market prices and shows how these models can be applied by banks and investors. It covers random walk tests and forecasting price volatility for financial asset prices.
Exam: 75%  Coursework: 25%

ECON 208  Business and International Macroeconomics (0.5 unit) (Lent)
This course studies macroeconomics, with particular emphasis on the international financial sector and the effects of monetary and fiscal policy. It seeks to explain the implication of macroeconomic policy changes for the international business environment. This module cannot be taken with ECON 220/ECON 221 and/or ECON 222/ECON 223.
The final mark for the course is calculated as the highest of either 1/3 Coursework and 2/3 Exam or 2/3 Coursework and 1/3 Exam.

ECON 212  Introduction to Econometrics (0.5 unit) (Lent)
This course provides an introduction to the fundamental theoretical concepts and applications of econometrics.
Exam: 67%  Coursework: 33%

ECON 228  Game Theory (0.5 unit) (Michaelmas)
This course aims to provide the knowledge, understanding and skills required to set up and to solve modules as a means of analysing economic problems using game theory.
Exam: 67%  Coursework: 33%

ECON 327  Labour Economics (0.5 unit) (Lent)
This course focuses on the microeconomics of labour. It covers topics such as labour supply, migration, discrimination and education.
Exam: 67%  Coursework: 33%

ECON 331  Industrial Organisation (0.5 unit) (Lent)
This course focuses on firm behaviour and competition, using theoretical (especially game theoretic) models. The relationship between industry structure and firm conduct is explored, together with aspects of firm behaviour such as advertising, R&D and mergers.
Exam: 67%  Coursework: 33%
Entrepreneurship was first coined as a term in the eighteenth century but it was not until the second half of this century that the term achieved widespread usage and became a focus of concentrated academic research. In the UK, the study of entrepreneurship has evolved in conjunction with a growing interest in the economic and social benefits of entrepreneurial activity. This is reflected in the central role given to entrepreneurs in the rhetoric surrounding the ‘enterprise culture’, adapted by successive governments.

On the course we examine a variety of research findings that focus on the behaviours, motivations and business strategies of entrepreneurs, and we will consider how these issues may relate to the types and performance of ventures created. The second focus of the course is the ‘entrepreneurial process’ – the activities and issues involved in the creation of new ventures, their subsequent growth and eventual closure and failure. We will also examine entrepreneurial behaviour in a broader context than the small or growing business and assess the primary issues associated with entrepreneurial activity in family businesses, franchise systems, mature organisations and in not-for-profit contexts. Frequent use will be made of illustrative case histories and several visiting speakers will share the reality of their entrepreneurial experience with the class.

Exam: 60%  
Coursework: 40%

This course builds on and complements ENTR 207, but the focus is changed from the entrepreneur to the small firm and the broader economy. The first part of the course is a macro-level exploration of the structure and dynamics of the small and medium-sized enterprise sector in the UK and in other developed economies. The second part of the course focuses on specific challenges facing founders and managers of smaller enterprises in the areas of strategy, marketing, financial management, human resource management and ICT.

Exam: 60%  
Coursework: 40%
ENSI 309 New Venture Planning (1.0 unit) (Michaelmas and Lent) (Final Year Only)

The aim of this course is to enable students to develop a business plan for a new business venture; the course ends with the submission of that completed plan in the form of a presentation to a bank manager, business angel or venture capitalist, followed by an in depth interview in which the case for funding is assessed in detail. This is a group project and the business ideas are generated by the students. The process is supported by a structured series of seminars addressing various aspects of business planning and tutorials in which outputs are required from each group and specific guidance is provided.

Coursework: 100%

ENSI 310 Entrepreneurial Behaviour and Learning (0.5 unit) (Michaelmas) (Final Year Only)

The aim of the course is to examine the nature of ‘entrepreneurship’ and ‘entrepreneurial behaviour’ from a critical and challenging perspective. The module will begin by ‘unpacking’ these concepts and will explore the perceived usefulness of a trait based approach to understanding the entrepreneur. It then moves on to exploring new perspectives for understanding the role of the entrepreneur within the entrepreneurial process. In particular, the course will work towards an understanding of the complex and interactive relationship between entrepreneurial learning and entrepreneurial behaviour. The course will consist of ten two-hour seminars, where interaction and debate between course members will be actively encouraged.

Coursework: 100%

ENSI 311 Franchising (0.5 unit) (Lent)

This course examines the history, development and components of franchise systems, focusing particularly on business format franchise networks. The perspectives of both franchisee and franchisor are considered, as are various management issues which may arise within the network.

Coursework: 100%

ENSI 313 Innovation (0.5 unit) (Michaelmas) (Final Year Only)

This course on innovation confronts theory with practice and provides a framework for understanding innovation as a dynamic process. As a crucial dimension of entrepreneurship, students are provided with a theoretical framework which allows them to look at innovation in both a micro and macro context. Radical, incremental, product and process innovation are all introduced to provide a theoretical underpinning to the course, but these are enriched by being placed in a long term framework. This gives students the opportunity to explore the way in which many innovations involve crossing boundaries; why some innovations fail; what forces lead to diffusion of innovation; how entrepreneurs innovate to survive and the extent to which innovation is a networking activity. The course adopts an innovative approach designed to encourage creative thought. Students will be taught through a combination of on-line tutoring and workshops. They will actively engage with business practitioners, including one involved in the design and delivery of the course.

Coursework: 100%
**ENSI 314  Family Business (0.5 unit) (Michaelmas) (Final Year Only)**

Family businesses make up over three quarters of all business in Europe and the US and contribute significantly to GDP. Family firms can be small but some of the best known large scale companies including Mars, Ikea and Wal-Mart to name a few are family controlled. This course provides analysis of, and insights into, the behaviours and dynamics of family firms run over time. The course is structured to enable students to confront theory with practice and students will have direct contact with family business owners. Both the macro and micro family firm issues are considered and students will explore the long term role of family firms in modern economies. This allows them to confront theories of the rise of modern business with empirical material and also look at the experience of individuals within specific family firms.

Succession is a defining feature, as without it there is self evidently no family business. Succession has a number of dimensions managerial, structural and emotional. It embraces powerful issues: family and personal identity; leadership, power and control; work and wealth creation; the past, the present and the future. In much of the academic literature however family values and goals are perceived to threaten the management of succession and therefore the survival of the firm. These theories are also confronted with case study material.

There are numerous small, often short-lived family firms, but there are some giants and some enduring family groups worldwide. The course provides understanding of their evolution and the development of many famous family brands.

*Exam: 60%  Coursework: 40%*

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**ENSI 315  Social Contexts of Entrepreneurship (0.5 unit) (Lent) (Final Year Only)**

This module provides an alternative view of entrepreneurship and enterprise development by examining the social context of entrepreneurship. The module will provide greater understanding of ethics and social responsibility. The module is based on an interactive, student-led model of learning. Conceptual issues such as the power and dominance of a particular enterprise discourse, theories of trust, responsibility, altruism, reciprocity and stewardship will be applied to practice, through the use of interactive seminars and case studies. Lectures will explain relevant concepts and theories. Students will work in groups to deliver seminars on specified topics and case studies from a range of entrepreneurial contexts including:

- Social Enterprise; Social Entrepreneurship; Philanthropy; Microcredit; Fairtrade; Community enterprise

*Coursework: 100%*

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**LAW218  Foundations of Business Law (0.5 unit) (Lent) (Final Year Only)**

The module will cover the following topics:

- English Legal System, statutory interpretation, judicial precedent, sources of law;
- the nature and purposes of contracts;
- the legal context of negotiating contracts (common, mutual and unilateral mistake; and innocent, negligent and fraudulent misrepresentation);
- contract formation and validity (offer and acceptance, intention, and consideration);
• incorporation of terms, terms implied at common law, in fact, and by statute;
• controlling the secondary obligations – exclusion, limitation, penalty and liquidated damages clauses, and the unfair contract terms regime; and
• discharge of contracts by performance, agreement, frustration and breach, and damages for breach.

Exam 70% Report 30%

MKTG 210  Marketing Research (1.0 unit) (Michaelmas and Lent)
This module introduces you to key concepts and techniques in marketing research and the analysis of marketing problems. Most of you will have been introduced to marketing research either through Part I Marketing or MKTG221/227, and this module both revisits and develops the approaches and methods you were taught. The main aim of the module is to prepare you for future roles as marketing, product, brand and advertising managers by being able to commission, manage, interpret and use marketing information and the research that provides it. At the same time, it will prepare many of you for practical market or advertising research projects conducted in your final year. The module covers both quantitative and qualitative research methods, as well as how to run and manage research projects. For the quantitative part of the unit, you will be introduced to SPSS.
Exam: 60%  Coursework: 40%

MKTG 225  Consumer Behaviour (0.5 unit) (Lent)
The overall aim of this module is to develop an appreciation and understanding of consumer behaviour from both managers' and consumers' perspectives, building on current research in consumer behaviour and the social sciences generally. The lectures initially focus on consumers as individuals and then consider more closely the influence of our social experiences on behaviour. The seminars provide a chance to focus on specialist topics within the field and are a mixture of student presentations and tutor led discussion.
Exam: 60%  Coursework: 40%

MKTG 229  Routes to Marketing (0.5 unit) (Lent)
The module aims to provide students with an introduction to supply chains and channels and an understanding of the effects of supply chain activity upon organisations' marketing activity. Fundamental aspects of supply chains that are explored include the problems surrounding inventory, capacity and complexity and these are related to diverse marketing contexts. The methods of supply chain management that address these problems and promote efficiency or effectiveness are considered. The module also introduces students to the management of links within the supply chain to provide an understanding of organisational purchasing and the management of customer relationships. The module considers a range of supply chain situations but emphasises the supply chains associated with goods that students are familiar with. In keeping with the globalisation of supply attention is paid to the international aspects of supply chains.
Exam: 50%  Coursework: 50%
MKTG 232  Advertising (0.5 unit) (Michaelmas)

The module aims to introduce students to the critical study of advertising from both theoretical and managerial aspects. Students should develop an understanding of the strategic role of advertising within a competitive business environment and be familiar with the strategic issues of communicating and planning associated with advertising including ethics, globalisation, media choice, testing and research.

Exam: 60%  Coursework: 40%

MKTG 301  Strategic Marketing (1 unit) (Michaelmas and Lent)

This module attempts an integrated view of marketing strategy, marketing planning, marketing organisation and marketing in an international context. The course handbook will provide the necessary input in terms of course content. The teaching sessions will involve exercises, question and answer sessions, debates, videos etc. in which students will be expected to put ideas into practice. In the last double session each fortnight two groups of students will present a case study and another two groups will prepare a written report and will question the case presenting group class.

Exam: 50%  Coursework: 50%

MSCI 203  Introduction to Business Analysis and Technical Writing (0.5 unit) (Michaelmas)

This one-term introduction to qualitative business analysts is an intellectual roller-coaster that careens through the tunnel of modeling, past the forest of interpretation, around the loop-de-loops of report writing and over the ocean of information technology. MythBusters meets Microsoft in this philosophical slugfest over the fallacies and pitfalls of IT-enabled life. From hacking bank accounts to managing software projects, from the superfluousness of airport security to the myth of requirements, this course will hit you week after week with paradigm breaking insights that will change the way you see IT, business and life forever.

This is a non-technical introduction to qualitative analysis and conceptual modeling. It involves an ambitious, challenging multi-stage term project including collaborative and individual elements, primary and secondary research, research on analysis and analysis of research.

Coursework: 100%

MSCI 224  Techniques for Management Decision Making (0.5 unit) (Lent)

Five quantitative techniques will be introduced on the course: Forecasting, Simulation, Decision Analysis, Network Analysis, Linear Programming. These techniques are part of the scientific discipline known as Management Science / Operational Research and are widely used in practice. Emphasis is put not only on how to apply a technique, but also on when (and when not) to apply it.

Final exam 70%
Coursework test 1 15%
Coursework test 2 15%
MSCI 242  Spread Sheet Modelling for Management (0.5 unit) (Michaelmas)
Provides a wide range of spreadsheet skills. Topics include general modelling concepts, data handling and analysis, using functions, charting, investigative modelling, and using macros to automate a models.
Exam: 50%   Coursework: 50%

MSCI 251  Integrated Project Management (0.5 unit) (Michaelmas) (Second Year Only)
This course aims to introduce project management methods in a way which links to the life cycle of a typical project from the early project identification and definition stages, through project execution and control, to issues of implementation and change. The coverage of the early stages of the project cycle uses methods emerging from the systems movement and stresses the strategic relevance of project management. The operational management of the project is covered by introducing techniques for the planning, scheduling and controlling of projects. Attention is also given to people management aspects of this process especially to leadership, team working, motivation and direction. Emphasis is placed on the role of projects in the management of change within organisations and the approaches needed to achieve successful implementation.
Exam: 40%   Coursework: 60%

MSCI 281  Supply Chain Management (0.5 unit) (Michaelmas)
This module examines the principles and practices of supply chain management, and examines supply chain and logistics management in relatively high-volume industries such as retailing. But it also looks at supply chain management critically, as just one manifestation of the more general issue of trans-organisational operations management. Most of the time will be spent considering inter-organisational relationships from various perspectives, but it will also be necessary to understand how they relate to matters within the organisation. For example, adopting Just-in-Time supply requires Just-in-Time approaches to be adopted within the firm, and vice versa.
Exam: 50%   Coursework: 50%

MSCI 282  Quality and Risk Management (0.5 unit) (Lent)
The purpose of this course is to give you an understanding of the main concepts in quality management and risk management within the general subject of operations management. It will treat these concepts analytically, but as grounded in the practical problems faced by both manufacturing and service operations. Topics in quality management will range from statistical process control to total quality management; topics in risk management will range from quantitative risk assessment to high reliability organization. The course will also look at both subjects as social constructions, and examine the implications of taking such a viewpoint.
Exam: 60%   Coursework: 40%

MSCI 304  Developing Business Information Systems (0.5 unit) (Lent)
In this course we look at how we may study business operations, analyse the situation and develop appropriate information systems designs. The same techniques can be of value whether you develop them further and become an IS professional or use them in general management or consultancy. There is an emphasis on practical application and extensive use of in-class exercises.
An understanding of the techniques taught and how to use them is likely to be a very valuable asset for those students intending to follow careers in management, whether in industry, commerce or the public and voluntary sectors.

Exam: 60%  Coursework: 40%

**MSCI 331  Data Mining for Direct Marketing and Finance (0.5 unit) (Lent)**

How do financial institutions predict whether a person will pay back a mortgage, credit card or loan they grant? How do marketeers predict the likelihood of a customer to react to a shopping catalogue or a special discount in a direct mailing? How does AMAZON determine which products to present to you in the hope of up-selling or cross-selling? Data mining has now been formally established as a discipline of its own right to support managerial decision making in predictive and descriptive modelling in business, bringing together simple algorithms (that often do not draw upon rigorous statistics, but work with impure data) and real datasets.

This module ‘Data Mining for Direct Marketing and Finance’ develops further the students’ modelling skills on synthetic and empirical data by showing simple statistical methods and introducing novel methods from artificial intelligence and machine learning. Although an understanding of basic statistics may allow you to better appreciate the working of models in regression and classification tasks, the course is focussed on the application of algorithms on real datasets using software, and making real predictions. The skills and knowledge enable you to pursue jobs in the area of Business & Marketing Analytics in the role of a Business Analyst or Consultant who often apply these methods and techniques.

The course will also include a series of workshops in which you will learn how to use the SAS Enterprise Miner software for data mining (a software skill much sought after in the job market) and how to use it on real datasets in a real world scenario.

*Coursework: 100%*

**MSCI 342  Advanced Spreadsheet Modelling (0.5 unit) (Lent)**

The module will cover a wide range of advanced spreadsheet modelling skills and VBA programming techniques.

*Coursework: 100%*

**MSCI 352  Project Management: Negotiation & Decision Support (0.5 unit) (Lent) Final Year Only**

This course is mainly concerned with playing a single management game - the Crossbay Contracting Game, designed and developed by Adam and his colleagues at HCS Ltd.

There are three (health service) organisations involved in a contract negotiation situation and each student will be a member of the management team of one of these organisations. The contract concerns funding requirements for core activities over the coming financial year. In general, the aim is to reach an agreement that is satisfactory to all three parties - but, of course, you must make sure that your own organisation is likely to come out of it well. Most of the time on the course will be devoted to analysing the emerging situation and negotiating (mainly face-to-face
with the other parties). In addition to this ‘management’ task there will be a modelling task also. Teams will be provided with a decision supporting system (in Excel) with can be used to analyse the emerging situation and help make decisions on which strategies are cost effective for their organisation.

Coursework: 100%

MSCI 375  E-Business (0.5 unit) (Lent) Final Year Only

Ninety-five percent of all businesses in Europe depend on the internet to some degree, according to a recent survey by the European Commission. Indeed, any ‘going concern’ needs to understand E-Business if it is to survive and thrive in today’s fast-moving world. To this end, the module presents a variety of frameworks that help the student formulate a comprehensive understanding of E-Business in theory and practice. The module particularly discusses: information richness, e-business models, the infrastructure that enables them, the strategy that coheres them and specialist topics like cloud computing. There are guest lecturers from esteemed institutions such as IBM. The module leader Dr Patrick Stacey will also present his research and insights from the computer games industry.

Coursework: 100%

MSCI 382  Innovative Development in Ops Management (0.5 unit) (Lent)

Operations Management plays a key role in achieving the main performance objectives of an organisation. Whether the current priority is to improve customer service or to increase profitability, the way in which the organisation utilises its resources will have a significant impact. As a consequence, there have been a number of innovative developments in Operations Management that have sought to organise resources in a significantly new manner in order to make a big step change in performance. This course discusses these key innovative developments in detail, including those that have led to extensive modernisation of service sector Operations Management as well as those that have revolutionised manufacturing management. There will be an emphasis on the importance of successful innovation in the current competitive environment, and the key role of Operations Management in sustaining a competitive advantage and bringing about service improvements.

Exam: 60%  Coursework: 40%

OWT. 223  Management and Organisational Behaviour (Michaelmas)

This course aims to introduce students to fundamental issues and concepts to understand the field of management and organisation studies. The module is structured around four main topics, which provide both a historical overview of the development of ideas that have shaped the meaning of work and management, and an assessment of contemporary developments and challenges in the context of work organisations. These cover the role and place of the individual in the workplace, the meaning of work (from both a subjective and socio-economic angle), the dimensions of power in/and organisations, as well as contemporary debates and challenges facing managers and organisations.

Exam: 60%  Coursework: 40%
OWT 224 Human Resource Management II (Lent)
This course continues with a similar form of analysis to OWT.223 charting the shifts in the locus of control away from management directly and towards ‘self control’. OWT.223 will examine in particular aspects of training and development (HRD) and other more strategic aspects of HRM including, well-being, diversity and work-life balance.

Exam: 50% Coursework: 50%

OWT 227 Analyzing Organisations (0.5 unit) (Michaelmas)
The 0.5 unit course will examine major theoretical perspectives which have been developed to study organisations and management from the late nineteenth/early twentieth century to the present time. It will review two perspectives that emerged out of the socio-economic changes associated with the rise of an industrial society in the first half of the twentieth century. Initially, it will focus on the emergence of classical/scientific management theory and the solutions they provided to the problem of exercising effective control in large-scale, bureaucratic organisations.

Exam: 50% Coursework: 50%

OWT 229 Business Ethics: Contemporary Issues in Management (0.5 unit) (Lent)
Management has been described as constituting one of the most important influences in the contemporary world and managers as amongst the most significant actors. The course examines the nature of this influence, the role of the actors and the relationship between them and their environment. It aims to take account both of the consequences of management’s activities and of the extent to which they are constrained by moral, social and environmental influences. Topics to be covered include: the development of managerial influence, the ethics of management, management and the ecology, financial control and the control of finance, management and safety, management and the market, management and organisational futures.

Exam: 0% Coursework: 100%

OWT 230 Management, Sustainability and the Natural Environment (0.5 unit) (Michaelmas)
The course focuses upon the relationships between management theory, practice and the natural environment. The first part of the course examines how management have conceptualised the range of environmental issues which have emerged since the rise of industrial society. We then consider different aspects of sustainability focusing upon ecological modernisation, consumerism and ecological economics. In the conclusion the nature complexity and the implications for policy making are examined.

Coursework: 100%

OWT 320 Organisation Studies and Management of Changes: Key Approaches (0.5 unit) (Michaelmas)
In the context of increased commercial and governmental pressure on organisations to adapt proactively to changing circumstances the course examines key theoretical and practical approaches relating to organisational change. It explores opportunities for applying sociological and psychological insights into change processes. The course aims to encourage a critical and reflexive appreciation of the complexities and uncertainties of change by exploring the dynamics
of change and the relevance of established approaches to emerging problems. Features of the course include the use of case studies in lectures and seminars, the assignment participants undertake in researching a planned organisational change of their choice, and the careful evaluation participants are encouraged to make of the theoretical orientations examined in the lecture programme.

_{Exam: 50%}  _Coursework: 50%_ 

**OWT 321  Organisation Studies and Management of Changes: Contemporary Theory and Key Practical Issues (0.5 unit) (Lent)**

In the private sector there has, over the past twenty years, been a major shift in approaches to organisations often referred to as “market rationalism”. In the public sector too, a range of changes have occurred, including the introduction of “the new public management”, the introduction of market competition, and also the introduction of tight controls from central government. Such developments have produced a complex series of outcomes. Organisations in both sectors are now best described as a hybrid mix of hierarchies, markets and networks. Such complexity presents particular challenges to managers. The course explores such developments, focusing on current management priorities, and draws from recent developments in social theory to explore appropriate approaches. The course:

- introduces participants to key developments in private and public sector organisations
- reviews key developments in social theory that are relevant to the situation
- reviews problem areas in the light of such

_{Exam: 50%}  _Coursework: 50%_ 

**OWT 322  Managing Human Resources (0.5 unit) (Lent)**

The purpose of Managing Human Resources is to examine the management of the employment relation. The aim is not to teach a prescriptive ‘how to do it’ set of rules and practices rather the goal is to develop an informed, critical understanding of how the management of Human Resources is undertaken, why and with what effect. The focus here is on a critical understanding of HRM within the organisational context. For those of you who go on to be practitioners (and indeed Managers) this will provide a solid basis for evaluating different approaches and enable a critical understanding of where they would be appropriate.

_{Exam: 50%}  _Coursework: 50%_ 

**OWT 323  Comparative and International HRM (0.5 unit) (Michaelmas)**

The main themes explored in the course include the difference between comparative HRM and international HRM, the main theoretical approaches to studying differences in HRM practices in different country locations, the growth of the multinational corporate organization, the assumptions and concerns of the field of "cross-cultural management", international staffing and cross-border mobility, diffusion of HRM practices inside MNCs, gendered dimensions of IHRM, the micro-politics of center-periphery relations inside MNCs, and the regulation of the employment relationship in the global economy. The approach is analytical and social scientific, rather than prescriptive and practitioner-oriented-- the course is primarily interested in offering an
understanding of how MNCs and the flow of ideas of HRM are implicated in standardizing the organization and experience of work globally.

Exam: 50% Coursework: 50%
RESOURCES TO SUPPORT STUDY

Effective Learning in LUMS
Resources to support your undergraduate studies

You can find full details about study support and advice in LUMS, plus information about sessions and other provision, on the LUMS Effective Learning site:
https://modules.lancs.ac.uk/course/view.php?id=281

Click on the link to self-enrol (If you have problems accessing the site from an online document, try pasting the link into your browser) or scan the QR code into your smartphone.

Student Learning Advisors

LUMS has two Student Learning Advisors, Emma Jupp and Gill Burgess. Emma has broad responsibility for working with undergraduate students and Gill with the postgrads, although we mix and match at busy times of the year. We are based in B103 in LUMS, near LT10.

Academic skills workshops
Many departments or programmes offer tailored sessions or support modules to help you develop your academic skills in the context of your course – please check your course outline and Moodle site and make it a priority to engage as much as you can with this provision.

The LUMS Effective Learning team, runs workshops open to all undergraduate students in Michaelmas term, on topics such as essay writing, referencing, being critical, etc. For details, go to the LUMS Effective Learning Moodle site (see link above).

Part I Transition Guide Scheme
If you are a first year international student who has not done a UK foundation course or similar programme, you have been assigned a place on the Part I Transition Guide Scheme with a Part II student guide, who will work with you throughout the term to help you develop effective study practices. This is a requirement of your programme and you should have been notified of this already - if not, please contact Emma Jupp on lums.effectivelearning@lancaster.ac.uk without delay.
Drop-in sessions
If you need to ask a question about academic study, come to a drop-in session. There is no need to book – just come along and speak to one of the Student Learning Advisors. For times see the LUMS Effective Learning Moodle site.

One-to-one tutorials
We also offer one-to-one tutorials for students who are referred by their department, tutor, college advisor, LUSU or Student Based Services. If you have been referred to us, please contact lums.effectivelearning@lancaster.ac.uk to arrange an appointment.

The Academic Writing Zone
From week 4 in the Michaelmas term you will be able to access the Academic Writing Zone, which is a friendly place for all LUMS students to discuss academic writing issues one-to-one with a trained student writing mentor (a postgraduate or final year student.)

We have a team of twelve mentors who are specially trained to help you develop effective strategies for approaching and managing the writing demands of your course. They cannot help you with subject content, or proofread your work, but they will be able to discuss your assignments with you, and give you helpful feedback and advice on such matters as: how to get started on your assignment, how to look for good source material, the clarity of your writing, the different types of assignments, structure and style, referencing and citation and much more.

For more details, and to book an appointment with a writing mentor, please go to the LUMS Effective Learning Moodle site.

The LUMS Maths & Stats Help (MASH) Centre
From week 4 in the Michaelmas team, you will be able to access the Maths and Stats Help centre (MASH), which is a friendly place for all LUMS students to get advice from a trained student mentor on issues relating to maths and stats. The centre aims to help LUMS undergraduate students to understand the mathematical principles they need to manage the quantitative aspects of their degree, and to develop their confidence with solving maths-related problems. You’ll be able to drop-in and work through practice exercises on your own, with a tutor on hand to help if you get stuck, or you can make a one-to-one appointment to see a trained student mentor.

For more details of opening times, and to book an appointment with a MASH mentor, please visit the LUMS Effective Learning Moodle site.

Study guides – books
The library has an excellent selection of study skills and research guides: http://lancaster.libguides.com/content.php?pid=165686&sid=1397398
The books below are useful guides, especially to writing for assignments:


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


Useful websites on study, academic practices and writing

- Bradford University Management School Effective Learning Service: very helpful resources specifically designed for students on business and management courses:  
  [http://www.bradford.ac.uk/management/els/elsbooklets](http://www.bradford.ac.uk/management/els/elsbooklets)
  Their booklet on referencing is excellent:  

- Reading University resources:  
  [http://www.reading.ac.uk/internal/studyadvice/StudyResources/sta-index.aspx](http://www.reading.ac.uk/internal/studyadvice/StudyResources/sta-index.aspx)

- [http://www.uefap.co.uk](http://www.uefap.co.uk): all aspects of English for academic purposes

- [http://www.phrasebank.manchester.ac.uk](http://www.phrasebank.manchester.ac.uk): usefully arranged academic expressions – worth a close look

- [http://owl.english.purdue.edu](http://owl.english.purdue.edu): all aspects of language and academic writing (but US English)

- [http://www.bristol.ac.uk/arts/exercises/grammar/grammar_tutorial/page_41.htm](http://www.bristol.ac.uk/arts/exercises/grammar/grammar_tutorial/page_41.htm): exercises to improve the technical aspects of your writing

BBC business / management programmes you can access on-line

If you are an international student and would like to develop your listening skills and/or get a sense of the topics British audiences are engaged with, why not tune into business and management programmes on the BBC? You can listen to radio and watch TV programme after they’ve been aired on BBC iPlayer via your computer: [http://www.bbc.co.uk/iplayer/](http://www.bbc.co.uk/iplayer/) (to watch live, you need a TV licence). Some suggested programmes to watch / listen to:

- [http://news.bbc.co.uk/1/hi/business/default.stm](http://news.bbc.co.uk/1/hi/business/default.stm): business news from the BBC (audio and video as well as text)

- *The Bottom Line*:  [http://www.bbc.co.uk/programmes/b006sz6t](http://www.bbc.co.uk/programmes/b006sz6t)

- *In Business*:  [http://www.bbc.co.uk/programmes/b006s609](http://www.bbc.co.uk/programmes/b006s609)

- *Global Business*:  [http://www.bbc.co.uk/programmes/p01cdg5p](http://www.bbc.co.uk/programmes/p01cdg5p)

- *Wake up to Money*:  [http://www.bbc.co.uk/programmes/b0070lr5](http://www.bbc.co.uk/programmes/b0070lr5)

- *Dragons’ Den*:  [http://www.bbc.co.uk/dragonsden](http://www.bbc.co.uk/dragonsden)

- [http://www.bbc.co.uk/worldservice/learningenglish/business/index.shtml](http://www.bbc.co.uk/worldservice/learningenglish/business/index.shtml) has business material for second language learners
Using the library
The library website [http://libweb.lancaster.ac.uk/](http://libweb.lancaster.ac.uk/) and especially the specialist guide for business and management students [http://lancaster.libguides.com/business](http://lancaster.libguides.com/business) has a wealth of helpful material and it is well worth spending time exploring these resources before your course starts.

You can consult the specialist librarian for LUMS, Andy Holgate, for advice about using the library and effective searching for material: [a.holgate@lancaster.ac.uk](mailto:a.holgate@lancaster.ac.uk). Andy is based in the CETAD building, A floor, Yellow Zone.

In Michaelmas term Andy will be available for consultation in LUMS on Tuesdays and Thursdays 3 pm – 5 pm from week 4 in the area outside the Undergraduate Office: no need to book - just come along.

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**CAREERS AND EMPLOYABILITY**

The challenges of today's business world are evident to all, but so are the opportunities. Here in LUMS we have a dedicated Careers Team to provide our students with personalised advice, guidance and coaching to help them take advantage of the career options that come their way. Whether our students are focused on achieving a specific goal, need support making impressive applications or exploring new career paths that have opened up during their degree there are regular drop-in sessions and private appointments available for longer consultations. Our degree schemes are intensive and will challenge students to perform at the peak of their abilities. Many degree programmes have integrated, tailored career development workshops. These help students to craft an effective CV,application, practice psychometric tests, research the job market and undertake mock interviews and assessment centres. There are also a range of business games, competitions and skills development workshops led by the team and employers to encourage, energise and excite students about their career possibilities. We understand that improving your employability is one of the key reasons for doing a degree and we believe in providing students with exposure to professional businesses and employers. We organise over 100 career events every year with visitors coming from organisations such as: Accenture; Aldi; Bank of England; Deloitte; Google; HSBC; Johnson and Johnson; KPMG; IBM; PriceWaterhouseCoopers; Unilever. The very close links that we have with the LUMS Alumni Team mean that we can often put students in contact with LUMS alumni in various companies for advice and an understanding of the recruitment process and the organisation. Whatever our students want to do and wherever they want to work the LUMS Careers team are here to make that ambition a reality.

**Can I get 1:1 careers support?**
Yes, our dedicated team of careers advisers are available to help you with any aspect of your career development. We host six drop-in clinics a week in term time where our advisers are here...
and available to have a chat with you. All our advisers are also available for private consultations which you can book online.

**Do you have graduate employers visiting LUMS?**
Every year we host over 100 career and employability events in the school with employers visiting from a wide variety of backgrounds. Employers who visit us on a regular basis include: Aldi; BAE; Deloitte; HSBC; IBM; KPMG; PriceWaterhouseCoopers and Unilever. In 2014/15 we will also have employer events with: Abercrombie and Fitch; Google; Kellogg’s; Lloyds Banking Group; Matalan and many more...

**Is there support for postgraduate study applications?**
Our careers team will be very happy to assist you with applications to postgraduate courses both here at Lancaster and at other institutions in both the UK and abroad. The team will be able to talk you through your application and provide guidance on your personal statement and any additional application documents that you may be required to produce.

**I don’t know what I want to do when I graduate, how can you help me?**
The careers advisers here in LUMS are here to support you through the entire process. Most new students do not know what they want to do when they graduate but will eventually develop some idea or preference by attending employer talks; presentations by the careers team and also through 1:1 guidance sessions.

**Do you provide support for overseas job searches?**
As LUMS has an excellent reputation and is ranked in the top 1% in the world we are very pleased to support and assist with your global job search. We host events throughout the year looking at careers around the world and we have a dedicated “Global Zone” in the careers space exclusively for this topic. All of our careers advisers will be happy to discuss the options available to you and assist you in your global job search.

**Can you put me in contact with people currently working in industry?**
As a careers team we work very closely with our alumni department and have a valuable network that our current students can use to contact alumnus within companies for information and advice. These career contacts can provide you with invaluable advice about their professional roles, the company recruitment process and information about the organisation they work for.

**Contact details:**
+44(0)1524 592938
[www.lancaster.ac.uk/lums/careers](http://www.lancaster.ac.uk/lums/careers)
COMMUNICATION WITH PARENTS

Please note the University policy on this matter:

_The University, in support of student personal development, upholding our legal obligations, and in recognition of the student as an adult, will not ordinarily engage in direct communications with parents or guardians regarding their son or daughter, whether or not consent has been given by the student._

A full copy of the policy which details exceptions to this rule can be viewed on the University website: _University’s Communication with Parents (SEC/2012/2/1265)_

This is particularly of relevance to students from our partner universities where communication with parents on matters such as attendance and academic performance may be permitted.

REPEATED YEARS AND COURSES

A widely held, but incorrect, belief is that you can repeat a year of study if you haven’t done very well, repeat an individual course, or replace a course in which you have done badly with another one. This is not the case. The University’s examination and assessment regulations contain the following statement:

“No student should be given an unfair advantage over fellow students through being allowed to repeat individual course units or to repeat a whole year of study. Exceptional permission to do so may be granted by the Pro-Vice Chancellor, by the Part I and Part II Review Committees or by the Standing Academic Committee in cases where a student’s academic performance has been adversely affected by personal, health or financial problems and where such cases are properly documented.

No student should normally be allowed to replace units of assessment in which he or she has failed or performed poorly by taking a different unit of assessment in the hope of achieving better marks. Exceptional permission to do so may be granted by the Chair of the Undergraduate Studies Committee, by the Part I and Part II Review Committees or by the Standing Academic Committee in cases where a student’s academic performance has been adversely affected by personal, health or financial problems and where such cases are properly documented.”

Having read through all of the enclosed information (a lot but all very important), we hope that you thoroughly enjoy the BBA in European American Management and again, if you do have any questions or problems please do see either Bogdan, Steven or Fran.