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International Pre-Master's in Business

(IPMB)

NCC Education
Qualification Unit Specification
2025 / 26

International Pre-Master's in Business Specification

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Published by: NCC Education Limited, Second Floor, Adamson House,
Towers Business Park, Wilmslow Road, Didsbury, Manchester M20 2YY UK
Tel: +44 (0) 161 438 6200 Fax: +44 (0) 161 438 6240
Email: info@nccedu.com Website: www.nccedu.com

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About NCC Education

NCC Education is a UK awarding body, active in the UK and internationally. Originally part of the UK National Computing Centre, NCC Education started offering IT qualifications in 1976 and, from 1997 developed its Higher Education portfolio to include Business qualifications, IT qualifications for school children and a range of Foundation qualifications.

With Centres in over forty countries, four international offices and academic managers worldwide, NCC Education strives to employ the latest technologies for learning, assessment, and support.

NCC Education develops qualifications regulated, and quality assured by Ofqual (the Office of Qualifications and Examinations Regulation, see www.ofqual.gov.uk) in England.

1. Why choose this qualification?

NCC Education's International Pre-Master's in Business is designed to enable candidates to efficiently bridge the gap between their existing qualifications and a master's qualification.

On successful completion students will be able to progress directly on to a master's degree programme.

Pre-Masters programmes are designed to prepare international students fully for studying at postgraduate level and deliver high-quality students. It allows candidates to upgrade their English language ability to a level suitable for master's entrance, while also being introduced to studying a range of business-related subjects through the medium of English.

2. Structure of the IPMB Qualification

Qualification Title, Credits, Units

NCC Education International Pre-Master's in Business (IPMB) has 120 credits.

Total Qualification Time: 1,200 hours

Total Guided Learning Hours: 510.5

Candidates must pass all core units and all specialist units to be awarded the International Pre-Master's in Business

Core Units

English for Postgraduate Academic Purposes (EPAP) (TQT: 300 hours/ 30 credits)	Research Skills for Postgraduate Studies (RSPS) (TQT: 300 hours/ 30 credits)
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Specialist Units

International Business and Leadership (IBL) (TQT: 200 hours / 20 credits)	International Marketing (IM) (TQT: 200 hours / 20 credits)	Finance and Accounting for Managers (FAM) (TQT: 200 hours / 20 credits)
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Summary of the units' credits, number of topics and the breakdown of the Total Qualification Time:

Unit type	No.	Unit	Credits	No. of topics	Tot. lecture time (hrs)	Tot. tutorial time (hrs)	Tot. seminar time (hrs)	Tot. lab. time (hrs)	Tot. private study time (hrs)	Invigilated Assess. time (hrs)	TQT (hrs)	Tot GLHs
Core	1	English for Postgraduate Academic Purposes (EPAP)	30	12	144	36	0	0	115	4	300	184
	2	Research Skills for Postgraduate Studies (RSPS)	30	12	66	24	0	6	90	0.5	300	96.5
Specialist	1	International Business and Leadership (IBL)	20	12	42	36	0	0	66	2	200	80
	2	International Marketing (IM)	20	12	24	24	24	0	72	2	200	74
	3	Finance and Accounting for Managers (FAM)	20	12	48	24	0	0	84	2	200	76

3. Assessment for the Qualification

1. Assessment Objectives

All assessments for the qualification are intended to allow candidates to demonstrate they have met the relevant Learning Outcomes. Moreover, NCC Education's assessment is appropriate to the assessment criteria as stated in this specification and is regularly reviewed to ensure it remains consistent with the specification.

2. Overview of Qualification Unit Assessment

Unit	Assessment Method		
	Written Exam	Written Assignment	Oral Presentation Exam
English for Postgraduate Academic Purposes (EPAP)	Reading Examination (25%) Listening Examination (25%) Writing Examination (12.5%)	Writing Assignment (12.5%)	Speaking (25%)
Research Skills for Postgraduate Studies (RSPS)		Project Report Assignment (70%)	Project Proposal Presentation (30%)
International Business and Leadership (IBL)	Global Examination (50%)	Global Assignment (50%)	
International Marketing (IM)	Global Examination (50%)	Global Assignment (50%)	
Finance and Accounting for Managers (FAM)	Global Examination (50%)	Global Assignment (50%)	

The overall unit mark is computed from the weighted mean of its components. The pass mark for a unit is 40%.

An examination is an assessment that will take place on a specified date and usually in an NCC Education Centre. An assignment requires candidates to produce a written response to a set of one or more tasks, meeting a deadline imposed by the Centre. Local Examinations and Global Assignments are marked by the centre.

NCC Education Centres can provide candidates with a specimen assessment paper as well as a limited number of past examination and assignment papers.

Past examination and assignment papers may be made available only following results release for the corresponding assessment cycle. Results release dates and past examination and assignment release dates can be found in the Activity Schedules on Quartz, NCC Education's student registration system.

4. Administration

1. Assessment Cycles

Four assessment cycles are offered throughout the year Spring, Summer, Autumn, and Winter. Details of each assessment cycle with corresponding dates can be found within the Activity Schedules.

2. Language of Assessment

All assessment is conducted in English.

3. Candidates

NCC Education's qualifications are available to those Centre candidates who satisfy the entry requirements as stated in this specification.

4. Qualification Entry Requirements

For entry onto the NCC Education International Pre-Master's in Business (IPMB) qualification, students must have at least one of the following:

- Completed a qualification equivalent to a full UK Bachelor's degree at a recognised university
- OR
- Completed a 3-year Diploma (Chinese Da Zhuan, or equivalent)

Students must also meet the English Language entry requirements:

- An IELTS score of 5.5 or above
- OR
- An NCC Education Higher English Placement Test (HEPT) of 40% or above
- OR
- The Oxford Test of English score of 111 or above

is required for students who do not hold a degree-level qualification wholly taught and examined in English.*

*Students can complete NCC Education Level 3 Developing English Language Skills Unit in order to meet the English Language entry requirements. This must be achieved prior to acceptance onto the IPMB.

5. Eligibility Period

The maximum period that NCC Education allows for the completion of your programme is three years. Please contact your Accredited Partner Centre if you have any queries relating to this.

6. Resits

If a candidate fails an assessment, they will be provided with opportunities to resit during the eligibility period.

If a candidate has passed an assessment, they are eligible for 1 additional re-take only. The highest mark for the assessment will be awarded.

1. English for Postgraduate Academic Purposes (EPAP)

Module Overview

This academic English module serves as a university pathway course and aims to prepare students for postgraduate study at university. Students are introduced to the linguistic demands of postgraduate study, as well as being introduced to the demands of independent study at this level.

Title	English for Postgraduate Academic Purposes (EPAP)
Credits	30
Level	FHEQ Level 6 – Pre-Master's Degree
Type	Core

Guided Learning Hours	184 hours	Total Qualification Time	300 hours
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Learning Outcomes:	Assessment Criteria:
The Learner will:	The Learner can:
1. Be able to utilise different 'pre', 'while' and post reading strategies to apply content from academic texts in own work	1.1 Read, summarise and synthesis a range of authentic academic texts 1.2 Appraise the purpose of a text 1.3 Evaluate the relevance of a text 1.4 Read and respond critically to a text 1.5 Follow the arguments in a text and engage critically with these 1.6 Make effective notes while reading 1.7 Employ strategies to deal with unknown words
2. Be able to write academic texts	2.1 Write using a range of complex sentence structures 2.2 Structure academic writing effectively 2.3 Follow the writing process from planning, drafting, editing, proof-reading and re-writing 2.4 Use resources and feedback to edit a piece of writing 2.5 Paraphrase and synthesise academic texts into a piece of writing 2.6 Develop arguments in a text 2.7 Develop a critical voice in academic writing 2.8 Cite and reference sources correctly 2.9 Avoid plagiarism in academic writing
3. Be able to employ effective listening strategies in a range of academic contexts	3.1 Understand the meaning of extended speech 3.2 Prepare for a lecture by pre-reading and studying key vocabulary 3.3 Distinguish key information in a lecture

	<p>3.4 Make accurate and effective notes during a lecture</p> <p>3.5 Paraphrase and summarise a lecture</p> <p>3.6 Engage in further reading based on a lecture</p> <p>3.7 Use listening strategies when taking part in academic discussions</p>
4. Be able to speak effectively in academic contexts	<p>4.1 Participate effectively in academic group discussions</p> <p>4.2 Present the findings of academic research in presentations and seminars</p> <p>4.3 Use accurate grammar and vocabulary when speaking</p> <p>4.4 Speak with effortless fluency in academic contexts</p> <p>4.5 Speak with clear pronunciation</p>
5. Be able to use academic vocabulary effectively	<p>5.1 Develop vocabulary in specialist academic contexts</p> <p>5.2 Use formulaic academic language for functions such as comparing and contrasting, expressing viewpoints, and transitioning between sections</p> <p>5.3 Employ strategies for learning new words, including use of word families</p>

Syllabus Content

Topic No.	Topic title	Proportion	Course Coverage
1	Introduction to Postgraduate Academic English	1/12 Lectures: 12 hours Tutorials: 3 hours Private study: 9.5 hours	<ul style="list-style-type: none"> Understand the meaning and importance of EPAP Understand how postgraduate study differs from undergraduate study Understand the importance of avoiding academic misconduct Recognise plagiarism Avoid plagiarism Cite sources in a piece of writing Write a reference list entry Summarise effectively Paraphrase effectively Consider various note-taking methods Take notes effectively <p>Learning Outcome: 1, 2, 3, 4, 5</p>
2	Critical Evaluation	1/12 Lectures: 12 hours Tutorials: 3 hours Private study: 9.5 hours	<ul style="list-style-type: none"> Interpret a text Understand relevance of ideas Evaluate arguments Create persuasive arguments Identify problems and solutions Synthesise information Analyse data Identify cause and effect <p>Learning Outcome: 1, 2, 5</p>

3	Beginning Postgraduate Study	1/12 Lectures: 12 hours Tutorials: 3 hours Private study: 9.5 hours	<ul style="list-style-type: none"> Analyse essay questions Plan a dissertation Structure a dissertation Identify research questions Recognise different source types Incorporate sources in writing Use artificial intelligence appropriately Evaluate sources Make notes from sources <p>Learning Outcome: 1, 2, 4, 5</p>
4	Developing Source Use	1/12 Lectures: 12 hours Tutorials: 3 hours Private study: 9.5 hours	<ul style="list-style-type: none"> Evaluate the reliability of sources Write a research proposal Take notes when listening to a talk Synthesise sources Use relative clauses accurately Use the passive voice to describe research Develop paragraphs coherently <p>Learning Outcome: 1, 2, 3, 4, 5</p>
5	Forming an Academic Voice	1/12 Lectures: 12 hours Tutorials: 3 hours Private study: 9.5 hours	<ul style="list-style-type: none"> Write cohesive paragraphs Write a literature review Reading intensively Identify biases Recognise opinions Use reporting verbs Form words accurately Use comparative forms to express opinions <p>Learning Outcome: 1, 2, 3, 5</p>
6	Developing Academic Research	1/12 Lectures: 12 hours Tutorials: 3 hours Private study: 9.5 hours	<ul style="list-style-type: none"> Differentiate between qualitative and quantitative research Write survey questions Write interview questions Describe cause and effect Complete a literature review Use language for referring to sources Compare sources Synthesise information Employ listening strategies Use superlatives in questions and answers Use gerunds and infinitives accurately <p>Learning Outcome: 1, 2, 3, 5</p>
7	Using Data	1/12 Lectures: 12 hours Tutorials: 3 hours	<ul style="list-style-type: none"> Classify new words Identify main points in a lecture Understand and report interview answers Describe averages Describe graphs

		Private study: 9.5 hours	<ul style="list-style-type: none"> • Report data • Prepare for a seminar discussion • Take part in a seminar discussion • Evaluate a seminar discussion <p>Learning Outcome: 1, 2, 3, 4, 5</p>
8	Expressing Oneself	1/12 Lectures: 12 hours Tutorials: 3 hours Private study: 9.5 hours	<ul style="list-style-type: none"> • Describe processes • Use hedging language in speaking and writing • Use evaluative language • Recognise and express opinions • Speak and write in an academic tone • Understand language in context • Grammar: conditionals <p>Learning Outcome: 1, 2, 3, 4, 5</p>
9	Applying Techniques	1/12 Lectures: 12 hours Tutorials: 3 hours Private study: 9.5 hours	<ul style="list-style-type: none"> • Write essay introductions and conclusions • Understand referencing, substitution and ellipsis in lectures • Recognise signpost language in lectures • Use lecture handouts effectively • Recognise paralinguistic features in lectures • Understand inference in lectures • Manage word transformation <p>Learning Outcome: 1, 2, 3, 4, 5</p>
10	Finalising Academic Work	1/12 Lectures: 12 hours Tutorials: 3 hours Private study: 9.5 hours	<ul style="list-style-type: none"> • Skim and scan when reading • Write exam essays • Plan exam essays • Deliver a group presentation • Make notes during a lecture <p>Learning Outcome: 1, 2, 3, 4, 5</p>
11	Presenting Academic Research	1/12 Lectures: 12 hours Tutorials: 3 hours Private study: 9.5 hours	<ul style="list-style-type: none"> • Structure a presentation • Use voice effectively when speaking • Use slides effectively in presentations • Use non-verbal communication effectively • Build rapport while presenting • Deal with questions after a presentation • Prepare for seminars and discussions • Interact in a seminar discussion • Summarise a seminar • Ask for clarification • Use stress and intonation effectively • Reflect on a seminar discussion • Respond to feedback <p>Learning Outcome: 3, 4, 5</p>

12	Assessment Preparation	<p>1/12</p> <p>Lectures: 12 hours</p> <p>Tutorials: 3 hours</p> <p>Private study: 9.5 hours</p>	<ul style="list-style-type: none"> • Successfully tackle a listening assessment task • Successfully tackle a reading assessment task • Successfully write an assessment essay • Successfully prepare to submit a dissertation • Successfully deliver a dissertation presentation <p>Learning Outcome: 1, 2, 3, 4, 5</p>
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Assessment Type

- Reading exam, 1-hour (25%)
- Listening exam, 1-hour (25%)
- Writing assignment (12.5%)
- Writing exam, 90 minutes (12.5%)
- Speaking exam, 15-20 minutes (25%)

References / Reading list

- De Chazal, E. and Moore, J. (2013) *Oxford EAP Advanced/C1: A course in English for Academic Purposes*. Oxford: Oxford University Press. ISBN: 978-019400179.
- Oshima, A. and Hogue, A. (2005) *Writing Academic English: Longman Academic Writing Series, Level 4*. 4th edn. ISBN: 978-0131523593.
- Swales, J. M. and Feak, C. B. (2012) *Academic Writing for Graduate Students: Essential Tasks and Skills*. University of Michigan Press. ISBN (paperback): 978-0472034758, (eBook): 9780472128488.

2. Research Skills for Postgraduate Studies (RSPS)

Module Overview

This module is designed to enable students to develop an understanding of different philosophical approaches to conceptualising and conducting research, and to then understand how this influences the research process. The module enables students to understand the nature and variety of research methods together with the need for an evidence base to guide decision-making processes. It also equips students with the knowledge and skills to analyse various kinds of data and learn how to present their findings effectively. Its characteristic features are to encourage students to understand the unique benefits of qualitative and quantitative approaches and understand when they may need to be combined.

Title	Research Skills for Postgraduate Studies (RSPS)
Credits	30
Level	FHEQ level 6 – Pre-Master's Degree
Type	Core

Guided Learning Hours	96.5 hours	Total Qualification Time	300 hours
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Learning Outcomes:	Assessment Criteria:
The Learner will:	The Learner can:
1. Be able to develop and apply the skills needed to plan, conduct, and present a research project successfully	1.1 Explain the theoretical context of research, critically evaluating relevant theory and research in the subject area 1.2 Identify an overarching aim for a research project and set research objectives and/or questions to achieve that aim 1.3 Critically evaluate different research designs and methods 1.4 Describe how different research methods can provide different research conclusions 1.5 Identify appropriate research designs and methods for different aims and objectives 1.6 Describe validity and reliability and build features into research design to enhance these features in own project 1.7 Present research to a group 1.8 Write up research in a structured report, implementing the research aims and objectives of the project

<p>2. Be able to describe, critically evaluate and identify when to apply qualitative research by looking at its foundations, elements, range of instruments for collecting and analysing data and key characteristics</p>	<p>2.1 Define the foundational, ontological, and epistemological elements of qualitative research 2.2 Critically evaluate the debate over the incompatibilities between qualitative and quantitative methods 2.3 Describe, critically evaluate and apply the various methods for data collection and analysis that are available in qualitative research 2.4 Describe and evaluate the key elements in the debate concerning mixed methods approaches 2.5 Identify the possibilities for generalising qualitative results and present them in a coherent and robust way</p>
<p>3. Be able to describe, critically evaluate and apply quantitative research by looking at its fundamental principles, use cases, problem areas and techniques</p>	<p>3.1 Describe the use of scientific methodology in research 3.2 Identify the strengths and weaknesses in the collection and analysis of quantitative data, and the methods that can be used to reduce bias and increase validity and reliability 3.3 Describe measures of central tendency and dispersion in quantitative data 3.4 Apply a range of descriptive and inferential statistical methods to analyse quantitative data 3.5 Specify fit-for-purpose statistical models to estimate the causal effects in a sample of data using software 3.6 Assess the results of the model, in terms of inferences to the population of interest 3.7 Critically evaluate the use of quantitative models</p>

Syllabus Content			
Topic No.	Topic title	Proportion	Course Coverage
1	Introduction to the Module and Conducting Effective Research	1/12 Lecture: 6 hours Tutorial: 2 hours Private study: 7.5 hours	<ul style="list-style-type: none"> • Introduction to the module • Introduction to research • Types of research • Types of research approach (quantitative, qualitative, inferential, experimental, simulation) • Benefits of research (benefits in business and industry, benefits to society, benefits for professions, philosophers and thinkers) • Criteria of good research – bias, generalisability, validity and reliability. • Identifying the features of a research report <p>Learning Outcome: 1</p>
2	The Nature and Process of Research	1/12 Lecture: 6 hours Tutorial: 2 hours	<ul style="list-style-type: none"> • Elements: literature review, concepts and theories, research questions, sampling cases, data collection, data analysis, writing up,

		Private study: 7.5 hours	<ul style="list-style-type: none"> • Messiness of research • The natural science model and qualitative research • Quantitative research and interpretivism/constructionism • Research methods and epistemological and ontological considerations • Research strategies • Research designs • Planning a research project and formulating research questions • Getting started on the research process <p>Learning Outcome: 1</p>
3	Designing Quantitative Research and Data Collection Methods	1/12 Lecture: 6 hours Tutorial: 2 hours Private study: 7.5 hours	<ul style="list-style-type: none"> • The nature of quantitative research • Experimental and quasi-experimental designs • Hypothesis testing • Sampling in quantitative research • Psychometrics • Self-completion questionnaires/surveys (evaluating and designing questionnaires) • Asking questions • Secondary data <p>Learning Outcome: 1, 3</p>
4	Designing Qualitative Research and Data Collection Methods	1/12 Lecture: 6 hours Tutorial: 2 hours Private study: 7.5 hours	<ul style="list-style-type: none"> • The nature of qualitative research • Sampling in qualitative research • Ethnography and participant observation • Interviewing in qualitative research • Language in qualitative research • Focus groups • Documents as sources of data • Visual sources of data <p>Learning Outcome: 1, 2</p>
5	Preparing your Research Proposal	1/12 Lecture: 6 hours Tutorial: 2 hours Private study: 7.5 hours	<ul style="list-style-type: none"> • Recap of qualitative research • What is a research proposal? Its purpose, structure and components • Identifying the most appropriate research methodology to achieve your aim and objectives • The data collection table and pragmatic and mixed research • Ethics in design and data collection • Applying for ethical approval • GANTT charts • Resourcing your project <p>Learning outcome: 1, 2, 3</p>

6	Quantitative Data Analysis	1/12 Lecture: 6 hours Tutorial: 2 hours Private study: 7.5 hours	<ul style="list-style-type: none"> • Types of variables and data, their uses and limitations • Descriptive data - Describing data using measures of central tendency and variation, skewness and kurtosis • Presenting descriptive data in charts and graphs • Probability testing, power and effect sizes • Establishing patterns, differences and relationships in your data: inferential statistical analyses • Deciding which test to use, when and why <p>Learning outcome: 3</p>
7	SPSS and Analysing your Data	1/12 Laboratory: 6 hours Tutorial: 2 hours Private study: 7.5 hours	<ul style="list-style-type: none"> • Setting up your variables • Entering data • Cleaning data • Looking for outliers and errors • Running descriptive tests • Producing charts and graphs • Running inferential tests • Understanding the output • Writing up your findings <p>Learning outcome: 3</p>
8	Mixed Methods Research	1/12 Lecture: 6 hours Tutorial: 2 hours Private study: 7.5 hours	<ul style="list-style-type: none"> • Recap of quantitative data analyses • Introduction to qualitative analyses: key approaches and their rationales • Thematic analysis • The mutual analysis of quantitative and qualitative research • The arguments against mixed methods research • Approaches to mixed methods research • Reflections on mixed methods research <p>Learning Outcome: 2</p>
9	Writing up Research	1/12 Lecture: 6 hours Tutorial: 2 hours Private study: 7.5 hours	<ul style="list-style-type: none"> • Writing up research • Writing up quantitative, qualitative and mixed methods research • A research report's sections • Academic writing <p>Learning Outcome: 1, 2, 3</p>
10	Critical Reasoning, Thinking and Evaluating Arguments	1/12 Lecture: 6 hours Tutorial: 2 hours Private study: 7.5 hours	<ul style="list-style-type: none"> • Identifying and evaluating arguments • Reconstructing and assessing longer arguments • Making good arguments <p>Learning Outcome: 1</p>
11	Research Project Part 1 - Literature	1/12	<ul style="list-style-type: none"> • Refine research project topic and research questions

	Review, Aims, Objectives and Research Questions, Methodology	Lecture: 6 hours Tutorial: 2 hours Private study: 7.5 hours	<ul style="list-style-type: none"> Produce primary and secondary research on proposed ideas and Explore literature to further develop contextual understanding and research project <p>Learning Outcome: 1, 2, 3</p>
12	Research Project Part 2 – Data Collection, Analysis and Writing Up	1/12 Lecture: 6 hours Tutorial: 2 hours Private study: 7.5 hours	<ul style="list-style-type: none"> Develop and refine methodology and data collection techniques Group coaching to obtain feedback to support further development. Research design and methods <p>Learning Outcome: 1, 2, 3</p>

Assessment Type

- Research Proposal Poster Presentation, 20-minutes (30%)
- Research Project Report Assignment (70%)

References / Reading list

- Saunders, M., Lewis, P. and Thornhill, A. (2023) *Research Methods for Business Students*. 9th edn. Harlow: Pearson. ISBN: 978-1292402727
- Braun, V. and Clarke, V. (2022) *Thematic analysis: a practical guide*. Sage. ISBN: 9781473953246
- Cottrell, S. (2023) *Critical thinking skills: effective analysis, argument and reflection*. London: Bloomsbury Academic. ISBN: 9781350322585
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- Dubey, U., Kothari, D. P. and Awari, G. K. (2016) *Quantitative Techniques in Business, Management and Finance: A Case-Study Approach*. Chapman and Hall/CRC.
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- Field, A. (2024) *Discovering Statistics Using IBM SPSS Statistics*. 6th edn. London: Sage. ISBN: 9781529630015.
- Pallant, J. (2020) *SPSS Survival Manual: A Step-by-Step Guide to Data Analysis Using IBM SPSS*. 7th edn. Abingdon: Routledge. ISBN: 9781760875534.

3. International Business and Leadership (IBL)

Module Overview

This module aims to introduce students to the need for effective leadership in International Business to be able to co-ordinate activities internally across Operations, Finance, HR and Marketing and externally when working with partners/suppliers to make international trade activities a success. In a fast paced and rapidly changing business world, stimulated by emerging technologies, world events, geo-political power struggles, climate change, the backlash of populism and growth of conglomerates, it is important that leaders in an organisation navigate these global pressures and make informed international business decisions. This involves displaying leadership, managing staff and resources effectively, identifying opportunities for innovation and adapting to new technologies to remain competitive. By drawing on internal expertise and strengths as well as considering complementary partnerships or simply seizing export opportunities to enter international markets, an organisation can grow.

Title	International Business and Leadership (IBL)
Credits	20
Level	FHEQ level 6 – Pre-Master's Degree
Type	Specialist

Guided Learning Hours	80 hours	Total Qualification Time	200 hours
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Learning Outcomes:	Assessment Criteria:
The Learner will:	The Learner can:
1. Be able to recognise the importance of international business and assess the impact of micro and macro-economic factors on trade with the use of appropriate tools and techniques	1.1 Identify the macro-economic factors that impact an organisation when operating internationally 1.2 Identify the micro-economic factors that impact an organisation when operating internationally 1.3 Assess and apply appropriate tools and techniques to conduct a strategic market analysis for any given scenario associated with international trade 1.4 Evaluate the impact of emerging trends affecting global trade 1.5 Examine the routes to international trade, established partnerships and existing trade blocs
2. Be able to discuss the importance of effective leadership and the qualities and responsibilities of leaders	2.1 Define the term leadership and how it is distinguished from management 2.2 Explain the importance of effective leadership to an organisation 2.3 Apply an appropriate leadership style to a

<p>appropriate for international business</p>	<p>business situation by using a range of models</p> <p>2.4 Examine the factors that impact on the influence of leaders in international business</p> <p>2.5 Analyse the importance of emotional intelligence to a leader in business situations</p> <p>2.6 Describe the evolution of leadership and emergence of expansive and agile leadership</p> <p>2.7 Analyse the traits of an agile leader and expansive leader</p> <p>2.8 Discuss the differences between slow thinking and fast thinking processes</p> <p>2.9 Apply agile leadership tools, techniques, behaviours and principles to international business scenarios</p> <p>2.10 Explain the nine principles of agile leadership</p> <p>2.11 Discuss the importance of leadership in the digital age</p> <p>2.12 Identify the challenges of leadership in the digital age and executing change successfully</p> <p>2.13 Explain the importance of strategic decision making to a business and role of the leader in its successful implementation</p> <p>2.14 Discuss the importance and steps to effective problem solving</p>
<p>3. Be able to explain the importance of marketing for international business, apply appropriate tools to analyse business situations and make strategic marketing decisions and plans</p>	<p>3.1 Outline key marketing concepts associated with international business</p> <p>3.2 Apply appropriate marketing tools and techniques to international business situations</p> <p>3.3 Appraise the market that an organisation is operating in (or would like to) for international business to recommend a suitable marketing strategy and develop a marketing plan</p> <p>3.4 Explain different ways to measure marketing performance</p> <p>3.5 Explore current marketing trends in global business</p>
<p>4. Be able to identify information needed to meet a project's requirements, apply appropriate research methods to gather the information and analyse information to inform the project and make recommendations</p>	<p>4.1 Explain the importance of conducting research using appropriate methods to an organisation's international business plans</p> <p>4.2 Outline the steps in the research process</p> <p>4.3 Discuss the importance of quantitative research in terms of its nature, sampling, methods, use of naturally occurring data, secondary analysis and official statistics</p> <p>4.4 Apply quantitative research methods</p> <p>4.5 Discuss the importance of qualitative research in terms of its nature, sampling, methods, language used and data analysis</p> <p>4.6 Apply qualitative research methods</p> <p>4.7 Analyse the data found through conducting research to inform business projects and make appropriate recommendations</p>

	<p>4.8 Solve business problems by combining the use of quantitative and qualitative research methods</p>
<p>5. Be able to recognise the integral nature of operations management and the importance of recruiting the right calibre of staff, managing their activities to ensure the success of the organisation/project</p>	<p>5.1 Explain the importance of operations management to a business's functioning and success</p> <p>5.2 Outline the main concepts used in operations management</p> <p>5.3 Discuss how effective management of resources can enable operations management to be co-ordinated to achieve organisational success</p> <p>5.4 Examine the importance of project management for an organisation and the main tools and techniques used to deliver intended results</p> <p>5.5 Outline and apply the steps to new product development</p> <p>5.6 Discuss the use and benefits of Just-In-Time management</p> <p>5.7 Assess strengths and areas for development as a manager and a leader</p> <p>5.8 Indicate the usefulness of leading with authenticity and mindfulness</p> <p>5.9 Apply motivating mechanisms to attain the best results from staff</p> <p>5.10 Analyse the reasons for conflict within teams and action strategies to resolve conflict by applying appropriate models</p> <p>5.11 Assess the culture of an organisation using appropriate tools and manage diversity in the workplace</p> <p>5.12 Discuss the different ways that an organisation can conduct recruitment activities to attract suitable staff for positions</p> <p>5.13 Discuss the different ways that an organisation can conduct selection activities to choose suitable staff for a vacancy</p>
<p>6. Be able to explain the emergence of new technologies and their impact on an organisation's digital strategy and its operations</p>	<p>6.1 Discuss emerging technologies and their benefits and challenges</p> <p>6.2 Outline the range of emerging technologies</p> <p>6.3 Explore predictive analytics and optimisation through use of technology</p> <p>6.4 Identify sources of value in a digital world</p> <p>6.5 Outline a framework for implementing a digital transformation</p> <p>6.6 Identify the products and platforms needed to accommodate the emergence of new technology</p> <p>6.7 Develop a suitable ecosystems strategy for an organisation</p> <p>6.8 Apply a business model suitable for Innovation</p>

	in the digital age 6.9 Identify the main considerations for privacy and security
7. Be able to manage strategic change successfully by overcoming any resistance to change and managing the stages of the transformation process	7.1 Apply appropriate tools to reveal an organisation's strategic position 7.2 Examine the reasons for strategic change 7.3 Identify barriers to change using Lewin's Force Field analysis model and overcome any challenges to enable organisational transformation 7.4 Manage transformation successfully through the stages of change using suitable models

Syllabus Content			
Topic No.	Topic title	Proportion	Course Coverage
1	Economics of Globalisation	1/12 Lecture: 4 hours Tutorial: 3 hours Private study: 5.5 hours	<ul style="list-style-type: none"> • Global supply and demand • Demand elasticity and applications • Demand estimation and forecasting • Economic Theory – estimation of production and cost • Pricing and output decisions - Monopolistic competition and oligopoly • Government and Industry - challenges and opportunities for today's managers • G7 countries in the global economy, trade, comparative advantage and economic growth including BRIC • Determining currency exchange rates • Using risk and return analysis to determine normal profit • Success of national firms in the global marketplace • Different modes of penetrating foreign markets • International finance and the international banking system • Factors affecting national competitiveness in the global economy <p>Learning Outcome: 1</p>
2	Global Marketing Management	1/12 Lecture: 3 hours Tutorial: 3 hours Private study: 5.5 hours	<ul style="list-style-type: none"> • Enhancing chances of success in international business through marketing • Target market selection • Estimating market potential • Targeting marketing efforts for consumers and markets

			<ul style="list-style-type: none"> • Devising and managing a marketing strategy • Marketing mix implications for international business • Marketing trends and transformation • Marketing measurement <p>Learning Outcome: 3</p>
3	Business Research Methods	1/12 Lecture: 4 hours Tutorial: 3 hours Private study: 5.5 hours	<p>Part 1 - The research process:</p> <ul style="list-style-type: none"> • The nature and process of business research • Business research strategies • Research designs • Planning a research project and developing research questions • Reviewing the literature • Ethics in business research • Writing up business research <p>Part 2 - Quantitative research:</p> <ul style="list-style-type: none"> • The nature of quantitative research • Sampling in quantitative research • Structured interviewing • Self-completion questionnaires • Quantitative research using naturally occurring data • Secondary analysis and official statistics • Quantitative data analysis: descriptive statistics • Quantitative analysis: inferential statistics <p>Part 3 - Qualitative research:</p> <ul style="list-style-type: none"> • The nature of qualitative research • Sampling in qualitative research • Ethnography and participant observation • Interviewing in qualitative research • Focus groups • Language in qualitative research • Documentary data • Visual qualitative research • Qualitative data analysis <p>Part 4 - Mixed methods research:</p> <ul style="list-style-type: none"> • Breaking down the quantitative/qualitative divide • Mixed methods research: combining quantitative and qualitative research <p>Learning Outcome: 4</p>
4	Leadership and Team Management	1/12 Lecture: 4 hours Tutorial: 3 hours	<ul style="list-style-type: none"> • Traits, motives, and characteristics of leadership • Leadership behaviours, attitudes and styles

		Private study: 5.5 hours	<ul style="list-style-type: none"> • Creativity and innovation in leadership, • Power and political influences on leadership • Leadership ethics and social responsibility • Charismatic, transformational, contingency and situational leadership styles • Influence tactics of leaders • Negotiation strategies • Developing teamwork, motivation and coaching skills • Communication and conflict resolution • Strategic leadership and knowledge management • International and diversity aspects of Leadership • Leadership development and succession • Current event topics and critical analysis techniques in leadership and team management • Ethical implications of decisions • Legal and ethical decision-making skills to leadership and team management scenarios <p>Learning Outcome: 2</p>
5	Expansive and Agile Leadership	1/12 Lecture: 4 hours Tutorial: 3 hours Private study: 5.5 hours	<ul style="list-style-type: none"> • Interconnected sense of self and interdependence-centric mindsets needed for expansive leadership • Slow-thinking vs fast-thinking processes • Using slow thinking to overcome unconscious and implicit biases • How to be a leader in an expansive, inclusive, robust, and resilient way • What is an agile leader? Use of the CAL: complex adaptive leadership model • Key concepts and aims of agile leadership • Agile leadership tools, techniques, behaviours and principles • Techniques and strategies to empower, manage and support highly engaged teams • The nine Principles of Agile Leadership developed by the Agile Business Consortium <p>Learning Outcome: 2</p>
6	Leading in the Digital Enterprise	1/12 Lecture: 3 hours Tutorial: 3 hours	<ul style="list-style-type: none"> • Nurturing an innovation culture for continuous growth

		Private study: 5.5 hours	<ul style="list-style-type: none"> • Challenges of leading digital transformation: Why most transformations fail • Managing people and teams in disruptive times • Stakeholder management: C-Suite and boardroom dynamics • Leadership competencies in the digital world • Executing organisational change in a digital culture <p>Learning Outcome: 2</p>
7	Production and Operations Management (POM)	1/12 Lecture: 4 hours Tutorial: 3 hours Private study: 5.5 hours	<ul style="list-style-type: none"> • Operations management in action • Operation design • Strategic trade off • Process analysis • Learning curves • Process interruptions • Lean operations and the Toyota Production System • Quality and statistical process control • Inventory management with steady demand, perishable demand and frequent orders • Lean operations • Wasting time as a resource and as a flow unit • Single-Unit flow & Just-in-Time Production • Project management • New product development <p>Learning Outcome: 5</p>
8	Human Resource and Diversity Management	1/12 Lecture: 4 hours Tutorial: 3 hours Private study: 5.5 hours	<ul style="list-style-type: none"> • Assessing strengths as a manager and leader • Leading with authenticity and mindfulness • Recruitment and selection • Motivating mechanisms • Conflict resolution and team cultures • Evolution regarding diversity • Dimensions of diversity • Human reasoning • Stereotypes • Cross-cultural behaviour (Geert Hofstede, Edward T. Hall) • Demographic trends • Socio-economics • Gender, Race, Ethnicity • Business applications / case studies

			<ul style="list-style-type: none"> • Social change <p>Learning Outcome: 5</p>
9	Business Analytics and Emerging Technologies for Business Managers	1/12 Lecture: 3 hours Tutorial: 3 hours Private study: 5.5 hours	<ul style="list-style-type: none"> • Predictive Analytics • Analytics using Machine Learning • Optimisation • The Cloud and Mobile • The Internet of Things • Big Data Analytics • Automation and Artificial Intelligence (AI) • FinTech and Blockchain • Emerging Technologies <p>Learning Outcome: 6</p>
10	Strategic Management and Problem Solving	1/12 Lecture: 3 hours Tutorial: 3 hours Private study: 5.5 hours	<ul style="list-style-type: none"> • Thinking strategically • The external view - strategic position • The organisation view - leveraging resources and capabilities • Strategic change and transformation • Strategic problem solving <p>Learning Outcome: 2</p>
11	Digital Strategy and Execution	1/12 Lecture: 3 hours Tutorial: 3 hours Private study: 5.5 hours	<ul style="list-style-type: none"> • Sources of value in a digital world • A framework for Implementing a digital transformation • Products to platforms and ecosystems strategy • Business model innovation for the digital age • Considerations of Privacy and Security • Organising for Internal Innovation <p>Learning Outcome: 6</p>
12	Managing Strategic Change	1/12 Lecture: 3 hours Tutorial: 3 hours Private study: 5.5 hours	<ul style="list-style-type: none"> • Types of strategic changes e.g. growth, new product development, new market development and diversification • Leader's role in making strategic change a success • Applying leadership styles, behaviours and actions to enact strategic change • Appropriate tools and models e.g. Lewin's Force Field analysis, Kubler-Ross, Kotter's 8-Step Change Model and Ansoff matrix <p>Learning Outcome: 7</p>

Assessment Type

- Examination, 2-hours (50%)
- Project Report Assignment, (50%)

References / Reading list

- Bell, E., Harley, B. and Bryman, A. (2022) *Business Research Methods*. 6th edn. Oxford: Oxford University Press. ISBN: 9780198869443
- Czinkota; M.R., Ronkainen I.A. and Gupta S. (2022) *International Business*. 11th edn. Cambridge: Cambridge University Press. ISBN: 9781108701440
- Poonamallee, L. (2021) *Expansive Leadership: Cultivating Mindfulness to Lead Self and Others in a Changing World—A 28-Day Program*. 1st edn. Routledge. ISBN: 9780367699741
- Silverman, M.J. (2024) *The Rising Leader Handbook: Turning High Achievers Into Effective Leaders*. 1st edn. Ink Heart Press. ISBN: 1738086828; ISBN 978-1738086825
- Sternad, D. and Kobin, E. (2023) *Develop Your Leadership Superpowers: 50 Key Skills You Need to Succeed as a Leader*. 1st edn. Berlin: econcise GmbH. ISBN: 3903386197; ISBN 978-3903386198
- Hollensen, S. (2020) *Global Marketing*. 8th edn. Harlow: Pearson Education Limited. ISBN1292100141; ISBN9781292100142.

4. International Marketing (IM)

Module Overview

This module aims to enable students to develop a general understanding of the tasks facing the firm in international marketing, together with the various theories and models that underpin a firm's decision to internationalise. It will examine the various strategic and operational issues that arise in response to the continued growth in global trade and the various steps involved in the international marketing process.

Title	International Marketing (IM)
Credits	20
Level	FHEQ level 6 – Pre-Master's Degree
Type	Specialist

Guided Learning Hours	74 hours	Total Qualification Time	200 hours
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Learning Outcomes:	Assessment Criteria:
The Learner will:	The Learner can:
1. Be able to analyse and evaluate the underlying principles and theories of international marketing	1.1 Critically evaluate the crucial role of international marketing for business organisations 1.2 Discuss the main drivers of global integration and market responsiveness 1.3 Appraise the key theories relating to the study of international marketing
2. Be able to describe the marketing research process and evaluate information sources for assisting in international business decision making	2.1 Evaluate how market research is used to assess an overseas market as a prelude to the market selection and entry decision 2.2 Discuss the issues associated with conducting international market research 2.3 Critically analyse the implications of political, economic, sociocultural, technological, and ecological influences for international marketing
3. Be able to apply principles of cross-cultural communication for effective marketing communication in a multi-cultural market environment	3.1 Discuss the process of developing an effective communications mix 3.2 Assess the factors that affect the international marketing communication process 3.3 Critically appraise the tools used to develop an effective digital marketing strategy for overseas markets

<p>4. Be able to identify and apply contemporary knowledge from international marketing to develop well-informed alternative solutions to problems that challenge international marketers</p>	<p>4.1 Argue how to develop appropriate international marketing strategies for products and services</p> <p>4.2 Discuss some of the practicalities involved in operating an international pricing strategy</p> <p>4.3 Critically evaluate the external factors that influence the international distribution decisions of an organisation</p>
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Syllabus Content			
Topic No.	Topic title	Proportion	Course Coverage
1	Global Marketing in the Firm	1/12 Lectures: 2 hours Seminars: 2 hours Tutorials: 2 hours Private Study: 6 hours	<ul style="list-style-type: none"> • Introduction to international and global marketing • Internationalisation motives • Introduction to globalisation • Forces for global integration and market responsiveness • Development of the 'global marketing' concept • International management orientation of different firms <p>Learning Outcome: 1</p>
2	Internationalisation Theories	1/12 Lectures: 2 hours Seminars: 2 hours Tutorials: 2 hours Private Study: 6 hours	<ul style="list-style-type: none"> • International Product Life-Cycle theory • Dunning's eclectic paradigm • The Uppsala internationalisation model • 'Born globals' • Standardisation – Customisation debate <p>Learning Outcome: 1</p>
3	Global Marketing Research	1/12 Lectures: 2 hours Seminars: 2 hours Tutorials: 2 hours Private Study: 6 hours	<ul style="list-style-type: none"> • The role of the International Market Researcher • The global marketing research process • Primary research • Secondary research • International marketing research issues <p>Learning Outcome: 2</p>
4	The Global Business Environment	1/12 Lectures: 2 hours Seminars: 2 hours Tutorials: 2 hours	<ul style="list-style-type: none"> • The political/legal environment • The economic environment • The sociocultural environment • The technological environment • The ecological environment

		Private Study: 6 hours	Learning Outcome: 2
5	The International Market Selection Process	1/12 Lectures: 2 hours Seminars: 2 hours Tutorials: 2 hours Private Study: 6 hours	<ul style="list-style-type: none"> • International market selection: SMEs versus large enterprises • Building a model for international market selection • Market expansion strategies Learning Outcome: 4
6	Entry Modes	1/12 Lectures: 2 hours Seminars: 2 hours Tutorials: 2 hours Private Study: 6 hours	<ul style="list-style-type: none"> • Approaches to the choice of market entry mode • Export modes • Intermediate modes • Hierarchical modes Learning Outcome: 4
7	Product Decisions	1/12 Lectures: 2 hours Seminars: 2 hours Tutorials: 2 hours Private Study: 6 hours	<ul style="list-style-type: none"> • The dimensions of the international product offer • Global marketing of services • International branding decisions Learning Outcome: 4
8	Pricing Decisions	1/12 Lectures: 2 hours Seminars: 2 hours Tutorials: 2 hours Private Study: 6 hours	<ul style="list-style-type: none"> • International pricing decisions • Global pricing strategies • Implications of the internet for pricing across borders Learning Outcome: 4
9	Distribution Decisions	1/12 Lectures: 2 hours Seminars: 2 hours Tutorials: 2 hours Private Study: 6 hours	<ul style="list-style-type: none"> • Physical distribution • Channel objectives and decisions • Working with channel intermediaries • Implications of the Internet for distribution channels Learning Outcome: 4
10	Communication Decisions	1/12 Lectures: 2 hours Seminars: 2 hours Tutorials: 2 hours Private Study: 6 hours	<ul style="list-style-type: none"> • Marketing communications • The communication process • Communication tools • Advertising decisions • Implications of the internet for communication decisions Learning Outcome: 3
11	Digital Marketing	1/12 Lectures: 2 hours Seminars: 2 hours Tutorials: 2 hours Private Study: 6 hours	<ul style="list-style-type: none"> • What is digital marketing? • Digital marketing activities • Online vs traditional PR • Planning effective social media strategy Learning Outcome: 3

12	Implementation and Control of the Global Marketing Programme	1/12 Lectures: 2 hours Seminars: 2 hours Tutorials: 2 hours Private Study: 6 hours	<ul style="list-style-type: none"> • International marketing planning • Organisation of global marketing activities • Controlling the global marketing programme <p>Learning Outcome: 4</p>
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Assessment Type

- Examination, 2-hours (50%)
- Project Report Assignment (50%)

References / Reading list

- Hollensen, S. (2020) *Global Marketing*. 8th edn. Harlow: Pearson. ISBN-10: 1292251808; ISBN-13: 9781292251806
- Hollensen, S & Bogdanovic, A (2025) *Global Marketing*. 9th edn. Harlow: Pearson. ISBN-10: 1292440813; ISBN-13: 978-1292440811
- Doole, I., Lowe, R., and Kenyon A. (2022) *International Marketing Strategy: Analysis, Development and Implementation*. 9th edn. Hampshire: Cengage Learning. ISBN-10: 1473778697; ISBN-13: 9781473778696
- Keegan, W. J. and Green, M. C. (2020). *Global Marketing* . 10th edn, Global edition. Harlow: Pearson Education Limited. ISBN-10: 1292304022; ISBN-13: 9781292304021

5. Finance and Accounting for Managers (FAM)

Module Overview

This module provides a comprehensive introduction to the fundamental principles and practical applications of finance and accounting in managerial decision-making. Designed for non-specialists, it equips students with the essential knowledge and skills needed to understand, analyse, and apply financial information in an organisational context.

Students will explore the purpose and structure of financial statements, including the statement of financial position, profit or loss, and cash flow statements, and develop the ability to interpret and evaluate financial performance. The module also introduces key tools and techniques used in financial management, such as budgeting, cost-volume-profit analysis, and investment appraisal, enabling students to make informed strategic and operational decisions.

In addition, the module examines the role of accounting as an information system, focusing on its relevance to not-for-profit organisations and its alignment with organisational objectives. Students learn how to manage working capital, evaluate financing strategies, and understand the importance of cash flow and liquidity for organisational sustainability.

Throughout the module, emphasis is placed on applying accounting and finance concepts in real-world scenarios, fostering a critical understanding of contemporary developments, ethical considerations, and the strategic role of finance in achieving organisational goals. By the end of this module, students will be equipped to apply financial insights effectively to support decision-making in both start-up and growth-oriented enterprises.

Title	Finance and Accounting for Managers
Credits	20
Level	FHEQ level 6 – Pre-Master's Degree
Type	Specialist

Guided Learning Hours	76 hours	Total Qualification Time	200 hours
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Learning Outcomes:	Assessment Criteria:
The Learner will:	The Learner can:
1. Be able to demonstrate an understanding of the fundamental principles of finance and accounting, including the roles, purpose, and interconnections between financial and management accounting in decision-making processes	1.1 Explain the interrelationships between financial and management accounting, including their contributions to decision-making 1.2 Critically analyse the principles of financial reporting, using examples from diverse sectors to illustrate their organisational relevance 1.3 Evaluate the implications of applying accounting standards to real-world scenarios

<p>2. Be able to analyse and interpret the components of financial statements, including the statement of financial position, statement of profit or loss, and statement of cash flows, to assess an organisation's financial performance and position</p>	<p>2.1 Interpret the structure and components of financial statements, including profit and loss, cash flow, and financial position</p> <p>2.2 Calculate and analyse key financial ratios to assess profitability, liquidity, and efficiency, integrating industry benchmarks</p> <p>2.3 Develop insights into an organisation's financial health using scenario-based financial data</p>
<p>3. Be able to apply financial management techniques, such as budgeting, investment appraisal, and cost-volume-profit analysis, to support effective strategic and operational decision-making in various organisational contexts</p>	<p>3.1 Apply budgeting, cost-volume-profit analysis, and investment appraisal techniques to organisational decision-making scenarios</p> <p>3.2 Critically assess different investment appraisal methods (ARR, PBP, NPV, and IRR), identifying their advantages and limitations in long-term decision-making</p> <p>3.1 Design evidence-based financial strategies that align with organisational objectives and optimise resource allocation</p>
<p>4. Be able to evaluate the role of working capital management, financing strategies, and cash flow optimisation in ensuring the financial sustainability of organisations, with an emphasis on the needs of different stakeholders</p>	<p>4.1 Critically evaluate the ethical implications of financial management decisions on internal and external stakeholders</p> <p>4.2 Propose actionable recommendations for enhancing ethical accountability in financial reporting, considering sector-specific challenges</p>
<p>5. Be able to develop practical financial solutions by integrating accounting principles, ethical considerations, and contemporary developments in the field, tailored to specific organisational and stakeholder needs</p>	<p>5.1 Analyse the components of working capital and their impact on organisational liquidity and financial sustainability</p> <p>5.2 Evaluate various short- and long-term financing options for organisations of different sizes and stages of growth</p> <p>5.3 Apply principles of working capital management to propose strategies for improving cash flow and operational efficiency</p> <p>5.4 Formulate innovative financing solutions that balance cost efficiency and stakeholder interests</p>

Syllabus Content			
Topic No.	Topic title	Proportion	Course Coverage
1	Introduction to Accounting and Finance	1/12 Lectures: 4 hours Tutorials: 2 hours Private Study: 7 hours	<ul style="list-style-type: none"> • What are accounting and finance? • Accounting information and user needs • Management and financial accounting • Why study accounting? • Accounting and business objectives <p>Learning Outcomes: 1</p>
Part I: Financial Accounting			
2	Measuring and Reporting Financial Position	1/12 Lectures: 4 hours Tutorials: 2 hours Private Study: 7 hours	<ul style="list-style-type: none"> • Understanding the statement of financial position • Classification of assets and liabilities and the differentiation between current and non-current • Accounting conventions and valuation principles • Interpreting the balance sheet and limitations of the statement of financial position <p>Learning Outcomes: 1</p>
3	Measuring and Reporting Financial Performance	1/12 Lectures: 4 hours Tutorials: 2 hours Private Study: 7 hours	<ul style="list-style-type: none"> • Introduction to the statement of profit or loss • Interrelationship between financial statements • Formats and compliance • Revenue and expense recognition • Depreciation • Inventory costing methods • Managing risk <p>Learning Outcomes: 1, 2</p>
4	Accounting for Limited Companies	1/12 Lectures: 4 hours Tutorials: 2 hours Private Study: 7 hours	<ul style="list-style-type: none"> • Limited companies and wealth generation • Corporate governance and directors' roles • Financing limited companies • Raising share capital • Loans and alternative sources of finance • Shareholder restrictions on drawings • Accounting for limited companies • Directors' duty to account • The need for accounting rules • Sources of accounting rules <p>Learning Outcomes: 1</p>

5	Measuring and Reporting Cash Flows	1/12 Lectures: 4 hours Tutorials: 2 hours Private Study: 7 hours	<ul style="list-style-type: none"> • Introduction to the statement of cash flows • Key features of the statement of cash flows • Preparation of the statement of cash flows • Insights from the statement of cash flows <p>Learning Outcomes: 1, 2</p>
6	Analysing and Interpreting Financial Statements	1/12 Lectures: 4 hours Tutorials: 2 hours Private Study: 7 hours	<ul style="list-style-type: none"> • Introduction to ratio analysis • Calculating key financial ratios • Profitability ratios • Efficiency ratios • Linking profitability and efficiency • Liquidity ratios • Financial gearing ratios • Investment ratios • Trend analysis • Ratios in prediction models • Limitations of ratio analysis <p>Learning Outcomes: 2</p>
Part II: Management Accounting			
7	Cost-volume – Profit Analysis	1/12 Lectures: 4 hours Tutorials: 2 hours Private Study: 7 hours	<ul style="list-style-type: none"> • Understanding cost behaviour • Fixed costs • Variable costs • Semi-fixed (semi-variable) costs • Break-even analysis • Contribution margin • Margin of safety and operating gearing • Profit-volume charts • Failing to break even • Weaknesses of break-even analysis • Popularity of break-even analysis • Introduction to marginal analysis • Special contract decisions • Efficient use of scarce resources • Make-or-Buy decisions • Closure or continuation decisions <p>Learning Outcomes: 2, 3</p>
8	Full Costing	1/12 Lectures: 4 hours Tutorials: 2 hours Private Study: 7 hours	<ul style="list-style-type: none"> • The concept of full costing • Calculating full costs in single-product operations • Calculating full costs in multi-product operations • Activity-Based Costing (ABC) • Applications of full-cost information • Criticisms of full costing <p>Learning Outcomes: 2, 3</p>

9	Budgeting	<p>1/12</p> <p>Lectures: 4 hours Tutorials: 2 hours Private Study: 7 hours</p>	<ul style="list-style-type: none"> • Budgets, long-term plans, and corporate objectives • Time horizon of plans and budgets • Budgets vs. forecasts • Interrelationship of budgets • Applications of budgets • Extent and scope of budget preparation • Preparing the cash budget • Preparing other budgets • Budgets as control tools • Analysing budget variances • Standard quantities and costs • Adverse variances and their causes • Investigating variances • Compensating variances • Enhancing Budgetary Control Effectiveness • Limitations of traditional variance and standards-based control • Behavioural aspects of budgetary control <p>Learning Outcomes: 3</p>
Part III: Financial Management			
10	Making Capital Investment Decisions	<p>1/12</p> <p>Lectures: 4 hours Tutorials: 2 hours Private Study: 7 hours</p>	<ul style="list-style-type: none"> • The nature of investment decisions • Methods of investment appraisal • Accounting rate of return (ARR) • Payback period (PBP) • Net present value (NPV) • Internal rate of return (IRR) • Advantages of NPV over ARR and PBP • Investment appraisal in practice <p>Learning Outcomes: 3, 4</p>
11	Managing Working Capital	<p>1/12</p> <p>Lectures: 4 hours Tutorials: 2 hours Private Study: 7 hours</p>	<ul style="list-style-type: none"> • The nature and purpose of working capital • Determining the scale of working capital • Managing inventories • Managing receivables • Managing payables • Managing cash <p>Learning Outcomes: 5</p>
12	Financing the Business	<p>1/12</p> <p>Lectures: 4 hours Tutorials: 2 hours Private Study: 7</p>	<ul style="list-style-type: none"> • Overview of sources of finance • Internal sources of finance • Long-term internal finance • Short-term internal finance • External sources of finance

		hours	<ul style="list-style-type: none"> • Long-term external finance • Short-term external finance • Gearing and long-term financing decisions • Share issues • The role of the stock exchange • Long-term financing for small businesses <p>Learning Outcomes: 5</p>
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Assessment Type

- Examination, 2-hours (50%)
- Project Assignment (50%)

References / Reading list

- Atrill, P. and McLaney, E. J. (2006) *Accounting and Finance for Non-specialists*. 5th edn. Harlow: Pearson Education.

6. Results & Certificates

The grade descriptors Pass, Merit and Distinction are awarded by unit to successful candidates. A Pass is awarded for an overall unit mark of between 40 and 59. A Merit is awarded for an overall unit mark of between 60 and 69 and a Distinction is awarded for an overall unit mark of 70 and above. Candidates who obtain an overall unit mark of below 40 are classed as a fail in the unit and may resit.

A final qualification mark will be awarded upon successful completion of all units. This is calculated by finding the average mark of all units that make up the qualification.

Please note that in exceptional circumstances, NCC Education may be required to change the algorithm to calculate a final qualification mark for a learner in order to secure the maintenance of standards over time. Any necessary changes to this algorithm would be shared with Centres and learners promptly by NCC Education. An example is given below:

Unit	Unit Points	Candidate Mark	Unit Points * Candidate Mark
English for Postgraduate Academic Purposes (EPAP)	30	81	2430
Research Skills for Postgraduate Studies (RSPS)	30	88	2640
International Business and Leadership (IBL)	20	93	1860
International Marketing (IM)	20	82	1640
Finance and Accounting for Managers (FAM)	20	90	1800
	120	434	10,370
$10,370/12,000 = 86.42 \approx 86\%$			

The final unit grade awarded will depend on the extent to which a candidate has satisfied the Assessment Criteria. A qualification is awarded when the candidate has achieved at least a pass in all relevant units.

After each assessment cycle, results slips are issued (in electronic format) which detail the grades achieved, i.e. Fail, Pass, Merit or Distinction and numerical marks. Certificates which contain your qualification grade and pass mark are then dispatched to Centres.

7. Progression

On successful completion students will be able to progress directly on to a master's degree programme.

8. Further Information

For more information about any of NCC Education's products, please contact customer.service@nccedu.com or, alternatively, please visit www.nccedu.com to find out more about our suite of high-quality British qualifications and programmes.