

De Montfort University, United Kingdom

Niels Brock, Copenhagen Business College,  
Denmark



# PROGRAMME CURRICULUM

## September 2020

<b>Programme title:</b>	<b>MSc International Business &amp; Management</b>
<b>Level:</b>	<b>Postgraduate</b>
<b>Mode of Study:</b>	<b>Full-time</b>
<b>Cohort:</b>	<b>September 2020</b>
<b>Location of Delivery:</b>	<b>Copenhagen, Denmark</b>
<b>Programme Leader:</b>	<b>Dr. Thomas Eatmon (Copenhagen ) Dr. Gary Chapman (DMU) Leicester</b>

## PROGRAMME STRUCTURE

Stage	Modules	
<b>Part One</b> (September 2020- January 2021)	<b>LBPG5013</b> Business Management and Employability (0 credits)	
	<b>ACFI5020</b> Accounting for Managers (15 credits) <i>This module includes the Executive Business Simulation LBPG5009 (0 credits)</i>	<b>CORP5068</b> Critical Management in a Global Context (15 credits)
	<b>HRMG5064</b> People, Management and Organisations (15 credits)	<b>MARK5054</b> International Marketing (15 credits)
<b>Part Two</b> (January 2021 – May 2021)	<b>ACFI5022</b> Strategic & Financial Decision-Making (15 credits)	<b>CORP5039</b> International Strategic Management, Markets and Resources (15 credits)
	<b>LBPG5018</b> Research Methodology (15 credits)	<b>POPP5007</b> Globalisation (15 credits)
	<b>LBPG5017</b> Dissertation	
<b>Part Three</b> (September 2021 – January 2022)	<b>LBPG5017</b> Dissertation (60 credits)	

The fully completed programme constitutes 180 UK credits, equivalent to 90 ECTS credits  
**Credit formats.**

It is European Council standard to set the student workload of one academic full-time study year at 60 ECTS. It is also widely practised to deem 1 ECTS credit equivalent to 2 UK credits. However, please note that British/European authorities and Higher Education institutions are still in the process of aligning credit allocations and that variations may occur.

## **Modules**

ACFI5020	Accounting for Managers
ACFI5022	Strategic and Financial Decision-Making
CORP5039	International Strategic Management, Markets and Resources
CORP5068	Critical Management in a Global Context
HRMG5064	People Management and Organisations
LBPG5013	Business Management and Employability
LBPG5017	Dissertation
LBPG5018	Research Methodology
MARK5054	International Marketing
POPP5007	Globalisation

## **ACFI5020     Accounting for Managers**

**Leader:**                     **Dr. Sudesh Sangray**  
**Niels Brock Leader:** **Dimitrios Papadimitriou**  
15 credits

### **Handbook Descriptor**

This module provides an overview of accounting and finance issues:

From an external viewpoint it will include an analysis of company performance via the interpretation of corporate annual reports. This interpretation will be set within the framework of the normative economic objective of shareholder wealth maximisation. It will, therefore, also involve a consideration of the process of shareholder value creation and the measurement of performance within this context.

From an internal perspective the module will also consider the generation and analysis of information for management use. This will involve an analysis of management accounting and its general role within activities such as planning, control, performance management and decision-making.

### **Assessment Components**

Assessment 1- Class Test

*Weighting 70%. The component receives a mark.*

*The Component is Essential with a Threshold of 40%. The word limit is 2500.*

Assessment 2 -Simulation exercise

*Weighting 30%. The component receives a mark.*

*The Component is Essential with a Threshold of 40%.*

### **Assessment Rationale**

This class test will be made up of tasks providing a full coverage of the module learning outcomes. The work will be analytical and evaluative in nature and a mixture of numeric and discursive responses.

The group exercise is designed to provide a relevant learning and teaching experience and to enable more integration across programmes and national cultures. The inclusion of this element will recognise the amount of student commitment and input.

The group exercise (simulation) cannot be marked anonymously.

### **Reassessment Requirements**

In accordance with DMU Postgraduate regulations a student may be given an opportunity to be reassessed in a failed element through an equivalent element of reassessment.

### **Learning Outcomes**

1 -Identify and critically appraise the different components of a financial report, and assess the adequacy of current international financial reporting requirements for a greater understanding of company performance.

2 -Demonstrate the ability to use conventional management accounting and financial management techniques to produce appropriate information for management to aid planning, control and decision-making.

3 -Critically evaluate the usefulness of contemporary management accounting techniques in measuring business performance.

4 -Manage own learning, using the available range of resources, and ability to conduct research into business and management issues.

5 -Ability to obtain publicly available financial data from databases and internet resources.

6 -Ability to collect relevant information relating to a given situation, critically analyse that information and synthesise it into an appropriate form in order to evaluate decision alternatives.

7 -Demonstrate a practical and integrative approach to a problem area or issue.

8 -Demonstrate rigour of academic arguments as well as the application of theory.

**Please note that assessment information is subject to change**

## **ACFI5022 Strategic and Financial Decision-making**

**Leader:** Dr. Philip Wilson  
**Niels Brock Leader:** Josphat Njuguna Omanga  
15 credits

### **Handbook Descriptor**

This elective module is designed specifically to consider corporate strategic investment decisions and the underlying financial management issues relevant to these decisions. The module will focus on the allocation of funds within the business and the financial appraisal techniques used in evaluating strategic options. The financing of investment opportunities will then be considered and particular attention will be paid to sources of funds, the cost of those funds and alternative financing strategies. The module will be considered within the context of adding shareholder value.

As the module is concerned with long-term planning and control it is particularly suited to the strategic theme of a masters business programme.

The module can operate as either a self-contained, coherent unit of study, or as part of an overall accounting and finance framework for those students who wish to pursue a degree of specialisation.

### **Assessment Components**

Other Coursework 1 -

*Weighting 100%. The component receives a mark.*

*The Component is Essential with a Threshold of 50%. The word limit is 3,500.*

### **Assessment Rationale**

The coursework is designed to enable students to demonstrate a high level of learning in terms of analysis, evaluation and synthesis. The students will be expected to use academic literature and texts in order to analyse key issues, within an accounting and financial perspective of strategic decision-making.

### **Reassessment Requirements**

Normally students will be given an opportunity to be reassessed on any failed module or component in accordance with standard DMU postgraduate regulations.

Reassessment will involve students responding to a new assignment brief which will assess similar learning outcomes.

### **Learning Outcomes**

- 1 -Recognise the role of accounting and finance within the strategic planning process.
- 2 -Consider the importance of risk assessment at all stages of the investment process and the application of a variety of risk management techniques.
- 3 -Recognise the implications of divisionalisation for strategic formulation, implementation and performance measurement.
- 4 -Appreciate the importance of the cost of capital, and the influences upon it, within the strategic investment appraisal process.
- 5 -Capacity to convey reasoned conclusions.
- 6 -To develop skills required for independent and self-managed learning.

**Please note that assessment information is subject to change**

## **CORP5039 International Strategic Management, Markets & Resources**

**Leader:** Dr. Ibrahim Rufai  
**Niels Brock Leader:** Dr. Bruno Abrantes  
15 Credits

### **Handbook Descriptor**

This module is developed to offer a blend of theory and practice, ensuring the development of an appropriate 'tool kit' and an understanding of how suitable particular perspectives are likely to be in different contexts. To assist participants in their learning process, the application of theoretical underpinnings is illustrated by numerous examples of current business practice. Analysing, synthesising and evaluating strategic action focuses on the what, why and how of strategic management. This holistic approach has been crafted to reflect the needs and realities of international strategic imperatives.

Central to the content of this module is a balanced view of the action, reaction and interaction of internal and external drivers to strategy formation. Participants are encouraged to apply strategic concepts and frameworks ranging from planned to emergent strategies, from competitive to cooperative stances, from incremental to transformational change, from local to global branding, and from product innovation to value innovation. They are encouraged to scan external environments and use internal resource audits to derive dynamic capabilities and implement strategic initiatives transnationally. They are also expected to recommend appropriate strategies for developing competitive advantage in international markets and implement strategic change.

This module will:

- Emphasise the integrative nature of strategic management
- Synthesise contrasting perspectives founded in the tension between the industrial organisation approach (competitive positioning) and the resource based view of the firm
- Critically evaluate the impact of the complex external environment -local, national and global -on organisational strategy, behaviour and management

### **Assessment Components**

Assessment 1 – Individual written essay of strategic change plan

*Weighting 40%. The component receives a mark.*

*The Component is Essential with a Threshold of 50%. The word limit is 2,000.*

Assessment 2 - Unseen Examination

*Weighting 60%. The component receives a mark.*

*The Component is Essential with a Threshold of 50%. The Duration is 120 minutes.*

### **Assessment Rationale**

The assessment is in two parts.

1. Individual essay (40%) – A 2,000 word strategic change plan either for the operations of an existing international business or for an organisation intending to internationalise. The strategic change plan should be based on a detailed strategic audit, evaluation of strategic options, and an action plan for implementation.

2. Examination (60%) -This will be a case study based, closed book standard examination paper of 2hrs duration.

### **Reassessment Requirements**

Normally students will be given an opportunity to be reassessed on any failed module or component in accordance with standard DMU postgraduate regulations.

**Learning Outcomes**

- 1 -Application of appropriate strategic concepts and models to organisational settings.
- 2 -Synthesis of recommendations to strategic situations.
- 3 -Critically analyse and evaluate strategic tools.
- 4 -Demonstration of in depth understanding of implementation difficulties of strategic management.
- 5 -Provide evidence of wide reading, research and appropriate referencing.
- 6 -Demonstrate clear written and oral communication.

**Please note that assessment information is subject to change**



## **CORP5068 Critical Management in a Global Context**

**Leader: Dr. Nicholas Black**  
**Niels Brock Leader: Jesper Lind Madsen**  
15 credits

### **Handbook Descriptor**

This module aims to provide students with a critical understanding of management and organisations in global context. The module will be informed by critical management studies and organisation studies.

The module is intended to achieve three main objectives:

First, to bring students' attention to the historical roots of management, organisations and innovation. Second, to provide a portfolio of ideas that will allow students gain a deep insight into the theoretical underpinnings of management and organisations. Third, to make students think critically and independently about contemporary issues related to the management of organisations.

The core areas covered by the module proposed are:

Introduction to Critical Management

Organisation of Space

Power, resistance and politics in organisations

Immaterial Labour, Knowledge Production and Creativity in Organisations

Making Gender and Identity Construction in Organisations

Leadership approaches with emphasis on Authentic and Servant leadership

Managing High Performance teams and Talent in organisations

International Management Issues -Managing on Global Scale

Wellness and stress in Organisations

Business Ethics: Does a uniform approach apply?

Reputation Management in Global Context

Corporate Social Responsibility, Sustainability and Accountability

### **Assessment Components**

Assessment 1- Presentation

*Weighting 30%. The component receives a mark.*

*The Component is Essential with a Threshold of 50%. The length is 700 words.*

Assessment 2- Essay

*Weighting 70%. The component receives a mark.*

*The Component is Essential with a Threshold of 50%. The length is 2,000 words.*

### **Assessment Rationale**

The module will be assessed through individual and group elements of assessment.

Presentation - Students will research and discuss an issue presented at a world forum and prepare a presentation that describes the chosen issue, critically evaluates the views expressed by forum panellists, and expresses views on the issue by applying the analytical frameworks taken from one lecture within this module. The presentation is limited to 7 slides with 100 words of notes describing each slide.

The assignment requires each individual to answer two questions from a possible three available questions on contemporary critical management theory in global context. The student will write 1,000 words per question and this will be 2,000 words in total.

### **Reassessment Requirements**

The failed presentation will have to be re-worked individually in the form of coursework. For the failed essay students will have to resit the essay.

**Learning Outcomes**

- 1 -Develop a systematic understanding of the fundamental aspects of the management of organisations in global context.
- 2 -Develop a critical approach to resources in organisations.
- 3 -Evaluate contemporary practice to the management of organisations in global context.
- 4 -Develop a systematic understanding of the fundamental aspects of the management of organisations.

**Please note that assessment information is subject to change**

## **HRMG5064 People Management and Organisation**

**Leader: Dr. Joseph Eyong**

**Niels Brock Leader: Charlie Mpengula**

15 credits

### **Handbook Descriptor**

To provide learners with the skills to conduct and critically analyse organisational behaviour, including its consequences for human resources management. The module investigates the forces driving organisational behaviour. Core approaches and tools will be reviewed through the evolution of an organisation.

The links between organisational behaviour and supporting human resources practices will be critically assessed. Throughout the module, the relevant theoretical principles and models of change management, HRM and organisational behaviour will be considered and applied in a practical management context using case studies and real life examples.

The core areas covered by the module proposed are :

Introduction to people management and organisation

Performance Management

People Management and Change

People Management , Motivation and Engagement

Organisational Culture

Organisational Change

Emotional Intelligence

Personality

Decision making

Managing Diverse workforce and Cultural Intelligence

Critical issues in managing people in organisations

### **Assessment Components**

Assignment – Analytical Essay

*Weighting 100%. The component receives a mark.*

*The word limit is 3,500 words..*

### **Assessment Rationale**

The primary focus of the task is to explore key theories, literature, thematic debates, contemporary business events and apply the knowledge gained in the module in the context of your role as leader of a subsidiary of a multinational corporation (MNC) in your host country.

### **Reassessment Requirements**

The failed coursework will have to be re-worked based on the feedback and re-submitted following original brief.

### **Learning Outcomes**

- 1 -Critically evaluate the theories and models applicable to organisational behaviour.
- 2 -Critically assess the impact organisational behaviour has on the management of human resources.
- 3 -Understand the role of managers and HR within organisation in forming culture, making decisions and managing people.
- 4 -Critically evaluate peer reviewed journal articles in organisational behaviour or human resource management and write effective article reviews.

**Please note that assessment information is subject to change**

## **LBP5013 Enhancing Business, Management and Personal Skills**

**Leader: Dr. Arina Cirstea**

**Niels Brock Leader: Lilia Ochisor/ Mille Brandt**

0 credits

### **Handbook Descriptor**

This module is designed to develop the study skills and employability of candidates and includes:

-Introduction to UK and PG study -academic writing, referencing, note-taking, critical and reflective thinking.

-Professional development and identity -self awareness, diversity and ethics.

-Self management -time planning, stress and well being, job search and personal development planning.

-Building and leading teams -communication, team theory, leadership theory.

-Negotiation, power and organisational politics.

-Problem solving.

-Change and development in organisations -people skills, managing change.

-Interpreting financial information -financial statements, international regulatory frameworks, budgets, monitoring.

-Handling statistical data -central tendency and dispersion, correlation and regression.

-Engagement with the graduate recruitment process and the relevant DMU resources including MyGateway.

It enhances the learning in other modules by offering a dedicated module for individuals to develop more accurate study, employability and personal development skills. There are three pieces of formative assignments:

-a diagnostic essay: the assignment topic is designed to: (a) encourage early engagement with CPD

(b) provide formative feedback on academic and research skills. Demonstration of strong academic and research skills will result in an opt-out from three 'academic skills' classes being available to relevant students.

-group presentation:

(c) to provide an opportunity for group working

(d) delivery of an oral presentation supported by visual aids. Peer and tutor feedback is provided.

-personal development portfolio: not assessed but tutor review is provided at student request.

### **Assessment Rationale**

There is no summative assessment

### **Reassessment Requirements**

Not applicable.

### **Learning Outcomes**

2 -Understand the expectations of students studying at PG level that are held by UK universities.

3 -Building an awareness of how to employ CPD effectively.

4 -Develop self awareness and personal and career identity.

5 -Develop the ability to manage time efficiently and effectively.

6 -Build, lead and be part of an effective team.

7 -Understand the need to develop some political awareness and negotiation skills.

8 -Understand the philosophies and theory about problem solving.

9 -Understand and manage change and organisational development.

- 10 -Interpret and manipulate financial information.
- 11 -Interpret and manipulate statistical information.

**Please note that assessment information is subject to change**

## **LBP5017 Dissertation**

**Leader:** Dr. Martin Beckinsale  
**Niels Brock Leader:** Dr. Thomas Eatmon  
60 credits

### **Handbook Descriptor**

The dissertation requires the student to take an independent and self-structured approach to their learning, through the investigation of a particular topic and writing it up in the form of a 12,000-15,000 word dissertation. The dissertation must deal with a business and/or management issue and it must reflect the focus of their programme of study. In this process, the student works closely with a supervisor.

### **Assessment Components**

Assessment -Dissertation

*Weighting 100%. The component receives a mark.*

*The Component is Essential with a Threshold of 50%. The word limit is 12,000-15,000.*

### **Assessment Rationale**

Grading of dissertations will be judged against the university's standard assessment descriptors for dissertations. The demarcation between fail, pass and distinction will be based on a range of objectives relating to comprehension of issues discussed starting from superficial, reflective and full of insight.

### **Reassessment Requirements**

Normally students will be given one opportunity to be reassessed on the Dissertation module in accordance with standard De Montfort University Postgraduate regulations.

### **Learning Outcomes**

- 1 -To apply theoretical knowledge in a practical situation.
- 2 -To produce a coherent written argument integrating practical theoretical issues, academic and empirical research.
- 3 -To apply critical evaluation skills developed in the selected programme and to generalize, where appropriate, from the experience gained.
- 4 -To carry out background research into a business and management issue and undertake a sustained piece of work.
- 5 -To learn through reflection on practice and experience.

**Please note that assessment information is subject to change**

## **LBP5018 Research Methodology**

**Leader: Dr. Martin Beckinsale**

**Niels Brock Leader: Dr. Thomas Eatmon**

15 credits

### **Handbook Descriptor**

The module presents research in business and management as an activity that occurs within the context of limited resources and within a framework of ethical, legal and social constraints.

Content is focused on the selection of appropriate topics for research, a range of research designs and data collection techniques, along with methods for the analysis of quantitative and qualitative data. Students will be introduced to qualitative and quantitative data analysis software. The module's overall ethos is to be applied, therefore epistemological and methodological issues covered will be examined with practical business research applications in mind.

### **Assessment Components**

Assessment 1 -

*Weighting 25%. The component receives a mark.*

*The Component is Essential with a Threshold of 50%. The word limit is 800-1000.*

Assessment 2 -

*Weighting 75%. The component receives a mark.*

*The Component is Essential with a Threshold of 50%. The word limit is 2000.*

### **Assessment Rationale**

The assignment is a research proposal (normally about 1600 words). It will call upon students to demonstrate:

- Ability to design a research proposal suitable for Masters level study.
- Factual knowledge and critical evaluation of methodology and research design strategies available to researchers.
- Factual knowledge and critical evaluation of data analysis strategies available to researchers.
- Compliance with all requirements of the current DMU policy statement on Human Research Ethics.
- Ability to present a feasible plan of work that meets the research requirements outlined in the module.

There are certain criteria governing the choice of topic and methods for the research proposal.

The proposed topic should:

- a) aligned with the programme of study
- b) lend itself to being investigated using conventional research methodology
- c) involve an element of empirical inquiry
- d) be a small-scale study involving minimal resources
- e) be conducted personally by the student as the principal researcher
- f) be planned for completion within a 6-month timescale.

### **Reassessment Requirements**

Normally students will be given an opportunity to be reassessed on any failed module or component in accordance with standard DMU postgraduate regulations.

Reassessment will be by resubmission using the same specifications as for the original.

**Learning Outcomes**

- 1 -Identify appropriate research topics and objectives given the programme of study.
- 2 -Identify relevant research strategies for specific kinds of research questions.
- 3 -Determine a scale of research that is feasible within specific resource constraints and is suitable for Masters level study.
- 4 -Develop qualitative and quantitative data analysis skills.
- 5 -Produce a research proposal appropriate for the programme of study.

**Please note that assessment information is subject to change**



## **MARK5054 International Marketing**

**Leader:** Dr. Mark Ojeme  
**Niels Brock Leader:** Ali Gamal EIDin  
15 credits

### **Handbook Descriptor**

The International Marketing module examines key elements of the international marketing process, and key aspects of the international marketing context. Whilst the former has much in common with marketing goods and services in a domestic market, there are many additional factors and considerations that need to be taken into account. Clearly, evaluating the true worth of a market opportunity, relative to any additional costs, becomes more complicated. Furthermore, what is culturally acceptable in one country may or may not be acceptable in another. In addition, there may be all sorts of financial and other barriers to entry, not all of which might be immediately obvious. Making use of a well-known phrase, we all live in a 'global village' these days, and the rapid and continued expansion of electronic media and communications ensure that it will stay that way.

Outline content:

Globalisation 1 & 2  
Performing in International Markets 1 & 2  
Assessing Market Potential  
International Marketing Strategies 1 & 2  
The International Marketing Mix 1 & 2  
Sales Force Management and Negotiations

### **Assessment Components**

Assignment 1 – Individual Report

*Weighting 80%. The component receives a mark.*

*The Component is Essential with a Threshold of 50%. The word limit is 2,800.*

Assignment 2 – Individual Essay. The word limit is 700 words

*Weighting 20%. The component receives a mark.*

*The Component is Essential with a Threshold of 50%.*

### **Assessment Rationale**

Students need to achieve an average of 50% overall to pass this module.

### **Reassessment Requirements**

Normally students will be given an opportunity to be reassessed on any failed module or component in accordance with standard DMU Postgraduate regulations.

### **Learning Outcomes**

- 1 -Understand the concepts that underpin the subject.
- 2 -Apply the concepts covered.
- 3 -Critically analyse the concepts and the literature.
- 4 -Accumulate, create and interpret factual knowledge on the subject.
- 5 -On completion of the module the student should thoroughly understand the complexity of international and global marketing planning and management issues.
- 6 -Design global marketing programmes.

**Please note that assessment information is subject to change**

## **POPP5007 Globalisation**

**Leader: Zoe Pflaeger-Young**  
**Niels Brock Leader: Carlos Salas Lind**  
15 credits

### **Handbook Descriptor**

Globalisation is all around us -in the way our economy works, in how we produce goods and services, in the ideas that shape the decisions of politicians and businessmen, and in the cultural products we consume every day. But understanding what globalisation is remains elusive. Perspectives from economics, business studies, political science, geography, and sociology offer crucial insights, but do not encapsulate the totality of the transformation that has occurred in recent decades. This module takes an International Political Economy (IPE) approach that begins from understanding the processes of globalisation as coming from a wholesale shift in global capitalism. We will use this IPE perspective to examine and understand: the historical processes that brought globalisation into being; the context and content of changes that have occurred in finance, production, politics, trade, and culture, and everyday life; the theories and ideologies that condone or condemn globalisation; the key factors -governments, businesses, and communities -that experience the effects of globalisation; the positive and negative impacts of globalisation across the Global North and South. This knowledge will enable us to understand this variety of phenomena and impact of the global financial crisis.

These are all crucial issues for business. The most successful businesses today are not those which simply apply the correct 'techniques', but the ones which have the best 'knowledge' or trends and processes that will shape the future. At De Montfort we are uniquely prepared to address such issues, because we have: one of the longest running modules in globalisation of any UK university at masters level; an undergraduate degree which has a significant component dedicated to the study of globalisation; experts playing a key role in analysing the financial crisis with publications in books and top refereed journals on this topic.

### **Assessment Components**

Assignment 1 – Individual Presentation

*Weighting 20%. The component receives a mark. The presentation length is 20 minutes. The Component is Essential with a Threshold of 50%.*

Assignment 2 - Essay

*Weighting 80%. The component receives a mark. The essay length is 3,000 words. The Component is Essential with a Threshold of 50%.*

### **Assessment Rationale**

There are two elements of assessment:

1. 3,000 word individually written assignment from a choice of topics (80%).
2. 20 minute group presentation and tutorial discussion (20%).

### **Reassessment Requirements**

Normally students will be given an opportunity to be reassessed on every failed module/ component in accordance with standard De Montfort University Postgraduate regulations. A failed written assignment will be reassessed by a new submission, either in the same area or a different one but not as a repeat of the original topic. A failed presentation component (20% of total marks) will be reassessed by the submission of a 1500 word essay/report on the presentation topic.

### **Learning Outcomes**

- 1 -Be able to assess factors and processes that are part of, or contribute to, globalisation (SS)
- 2 -Critically analyse aspects of globalisation, particularly from the perspective of International Political Economy (IPE) (SS)
- 3 -Demonstrate the relevance of globalisation to business in general or some specific aspect of business. (SS)
- 4 -Critically evaluate material produced by authors on globalisation and IPE. (NSS)
- 5 -Provide evidence of wide reading, research and appropriate referencing. (NSS)
- 6 -Demonstrate clear written and oral communication. (NSS)
- 7 -Be equipped particularly well for work in such areas as financial markets, international organisations, multinational corporations, NGOs, the banking sector and donor agencies. (SS)

**Please note that assessment information is subject to change**