8.0 Module Details

Business Management Research

<table>
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<th>SITS Module Code</th>
<th>MAR4014-N</th>
<th>School</th>
<th>Teesside University Business School</th>
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**Module Descriptor**

This module serves two purposes: firstly, it will provide course participants with an understanding of the processes involved in conducting effective business management research and, secondly, it will provide a foundation of knowledge which will facilitate the design and completion of a Masters Level dissertation appropriate to the student’s Award. This module will provide students with an awareness of a range of research strategies and techniques. Underpinning this will be the significant role that theoretical principles play in the research process and the importance of presenting clear and credible argumentation and evidence to support both the research design and the study’s findings. As good research is also dependent on strong inter-personal and project management skills, these elements will be illustrated throughout the course. The sessions are designed to develop an understanding of the processes involved in conducting effective research whilst allowing students to pursue their own research interests and will be appropriate to the existing research skills of the student group.

<table>
<thead>
<tr>
<th>Type</th>
<th>Level</th>
<th>Credit</th>
<th>Learning Hours</th>
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</thead>
<tbody>
<tr>
<td>Standard Module</td>
<td>Level 7 (M) Masters Degrees</td>
<td>20</td>
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</table>

**Assessment Pattern**

ICA 100%

**Delivery Pattern (Total no of hours per module)**

<table>
<thead>
<tr>
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<th>Total Assigned Hours</th>
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<tbody>
<tr>
<td>Lecture</td>
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<td>Tutorial/Seminar</td>
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<tr>
<td>Science Laboratory</td>
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<td>IT Laboratory</td>
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<tr>
<td>Studio</td>
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<td>Open Distance Learning</td>
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<tr>
<td>Practice</td>
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<tr>
<td>Placement / Year Abroad</td>
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<tr>
<td>Project Supervision</td>
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<tr>
<td>Other Scheduled Learning</td>
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<tr>
<td>Guided Independent Study</td>
<td>0</td>
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**Requisites**

Pre-Requisites

Co-Requisites
## Aims

### Module Aims

The module aims:

- To provide students with knowledge and understanding of the procedures involved in conducting effective business management research by exposing students to the underpinning process, concepts and theories.
- To allow students to build upon previous learning from their undergraduate degree or equivalent and provide the opportunity for students to augment their research skills and expand their knowledge of the research process and research methods.
- To develop the student's critical awareness of the main research paradigms.
- To enhance students' analytical and presentational skills through the application of concepts and frameworks in a business management context.
- To encourage independent study.
- To provide a foundation of knowledge that will facilitate the design and completion of a Masters Level dissertation appropriate to the student's Award.

### Indicative Content

Focusing on the research process, from inception of a research project to completion, the module will concentrate on:

- The development of research and presentational skills
- The role of ethics in business and management research and relevant Codes of Ethics.
- The undertaking and presentation of a literature review (including searching academic literature, appropriate referencing styles, avoiding plagiarism)
- The formulation of the research question, aim and objectives.
- The relationship between research, the research process and the principle research paradigms
- Business management research designs
- The development of a research strategy
- The use of primary and secondary data
- Sample design
- Reliability and validity
- Quantitative research methods, and analysis
- Qualitative data gathering techniques and analysis
- The mixed methods approach, triangulation
- The research proposal
- The research report (the dissertation)
Learning Strategy

A variety of teaching approaches will be used including:

- Formal lectures to introduce key concepts, frameworks and techniques. Examples of applications will be provided by members of academic staff within the School actively involved in research sharing their expertise with students on the module.
- Seminars to reinforce lecture material through tutor led discussion, class discussions and student led activities through group working, presentations and the use of case studies.
- Lab based workshops for literature searching and analysing and interpreting quantitative data.
- Independent learning which will be primarily led by the student to identify and pursue their research interests. Participants will have an opportunity to receive feedback on their initial research ideas in taught sessions and through informal contact with module tutors and their dissertation supervisors.

Learning Outcomes

Knowledge & Understanding

1. To demonstrate a comprehensive and critical understanding of the main research paradigms and of business management research methods
2. To display an understanding of how techniques of research are used in a business management context
3. To evaluate the range of major research methodologies and make a critical choice between them
4. To be critically aware of ethical issues involved in research and manage the implications of ethical issues which may arise within a business management research project

Cognitive & Intellectual Skills

1. To integrate and synthesise knowledge, evidence, concepts and theory to produce effective research.
2. To understand and apply the academic and practical criteria required in planning and executing a research project (Masters Dissertation).
3. To develop competency in appropriate ICT/numeracy skills.
4. To make argued conclusions on the basis of collected data
5. To appreciate and apply the academic conventions regarding the writing up of research.

Practical & Professional Skills

1. To operate ethically in carrying out research
2. To have a critical understanding of the issues governing good practice in business management research
3. To act autonomously in planning and executing a research project (Masters Dissertation).
4. To design a research project from the exploratory stages to completion of a report.
5. To identify action to improve practice and initiate change.
6. To reflect critically on the research undertaken.

Key Transferable Skills

1. To demonstrate independent learning ability
2. To develop a range of time management and project management skills
3. To plan, negotiate and monitor workload in order to achieve identified targets
4. To communicate complex academic and professional issues clearly
5. To develop competency in the numeracy and IT skills commensurate with the demands of research and scholarship
Assessment

Assessment Strategy

100% in-course assessment

1. Portfolio (30%):

Reflective portfolio on development of research topic. The content of the portfolio should illustrate the feasibility of the proposed research. To include working title, brief rationale for topic, proposed research aim and objectives, summary of preliminary research completed to date [2,000 words]

Formative feedback on the portfolio will be provided prior to completion of the research proposal.

2. Proposal (70%):

Research proposal (which should normally be the intended proposal for the dissertation) [3,000 words]

Indicative Resources

Essential


Recommended


Journals

Organizational Research Methods
Electronic Journal of Business Research Methods
Journal of Business Research
Qualitative Inquiry
Qualitative Research
Journal of the Operational Research Society

Electronic

http://www.mrs.org.uk/standards/codeconduct.htm
http://libweb.anglia.ac.uk/referencing/harvard.htm
http://www.utoronto.ca/writing/litrev.html
# Contemporary Issues in Accounting Thought

<table>
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<th>SITS Module Code</th>
<th>ACC4015-N</th>
<th>School</th>
<th>Teesside University Business School</th>
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**Module Descriptor**
This module aims to provide students with a critical perspective and appreciation of contemporary theories and developments in accounting thought and practice. It seeks to highlight the substantive issues currently being addressed by accounting academics, thus enabling students to evaluate critically variety of contributions to the development of the discipline. In addition to exploring theories and practice the module seeks to introduce the many and varied methodologies used by contemporary researchers working in the subject.

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**Assessment Pattern**
ECA 100%

**Delivery Pattern (Total no of hours per module)**

<table>
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<th>Total Assigned Hours</th>
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<tr>
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<td>Science Laboratory</td>
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<td>Studio</td>
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</table>

**Requisites**

**Pre-Requisites**

**Co-Requisites**

**Additional Comments**
Participants will be able to investigate an area of current interest relevant to their needs, but to ensure participation, part of the assessment mark will be related to the contribution made to seminar presentations and discussions. The assessment will therefore comprise:
- Essay based on investigation (4000 words) 85%
- Contribution and presentation 15%
### Aims

#### Module Aims

This module will provide a critical perspective and appreciation of contemporary theories and developments in accounting thought and practice. It seeks to highlight the substantive issues currently being addressed by accounting academics and in professional practice, thus enabling students critically to valuate a variety of contributions to the development of the discipline. In addition to exploring theories and practice the module seeks to develop a deeper understanding of the many and varied methodologies used by contemporary researchers working in the subject through an exploration of recently published material.

#### Indicative Content

- Corporate governance
- Culture and accounting
- Environmental reporting
- Influence on and of accounting standard setters
- International reporting
- Islamic accounting principles and western practice
- Issues in accounting education
- Issues in public sector financial reporting
- Measuring and reporting performance
- Off balance sheet finance and company reporting
- Issues in auditing and assurance

#### Learning Strategy

Lectures will be used to provide structured input to the programme and to offer guidance in themes. There will also be opportunities to draw on guest speakers where appropriate to introduce participants to current thinkers and practitioners. Tutorials will be participant led and will involve the introduction of topics with an opportunity for discussion and criticism.

Individual research will be an important element of learning and participants will be encouraged to research a range of topics prior to participation in tutorials.

#### Learning Outcomes

**Knowledge & Understanding**

1. Demonstrate awareness of gaps between academic study and professional practice in accounting, including an appreciation of the boundaries of knowledge and the processes of change.
2. Identify, criticise and evaluate current professional practice and academic investigation in the discipline of accounting audit and financial management.
3. Work independently and integrate knowledge.
4. Challenge accepted ideas and draw upon the knowledge of others.

**Cognitive & Intellectual Skills**

1. The ability to evaluate, appraise and critique new ideas, models and concepts, and to identify any biases and assumptions inherent in these.
2. The ability to question their own assumptions.
3. Be able to choose between alternative approaches to accounting problems

**Practical & Professional Skills**

1. The ability to integrate ideas from a range of sources.
2. Organise material and communicate convincingly in a variety of forms.
3. Identify issues impacting on professional practice and evaluate professional responses

Key Transferable Skills

1. The ability to work independently.
2. Organise material and communicate convincingly in a variety of forms.
3. Contribute to the learning of others.
4. Recognise ethical issues in relation to emerging accounting issues

Assessment

Assessment Strategy

Assessment is based on an essay relevant to the participant’s own interests on a topic identified in tutorial discussions. Participants will submit a draft topic outline. This will form the basis of formative feedback. In addition, participants will be expected to contribute to tutorials by making presentations and participating in discussion. The contribution to tutorials will be assessed by the team and incorporated in the overall mark for the module.

Approach to the assessment will be in a variety of forms and participants will be encouraged to relate assessment to an exploration into the gap between research and practice.

Essay (4000 words) 85%

Presentation and contribution 15%
### Indicative Resources

<table>
<thead>
<tr>
<th>Essential</th>
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<tbody>
<tr>
<td>The module will focus on recent journal publications.</td>
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<table>
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<tr>
<th>Recommended</th>
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<table>
<thead>
<tr>
<th>Journals</th>
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<tbody>
<tr>
<td>Journals to be referenced in the programme include:</td>
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<tr>
<td>Accounting &amp; Business Research</td>
</tr>
<tr>
<td>Accounting, Auditing and Accountability Journal</td>
</tr>
<tr>
<td>Accounting Education</td>
</tr>
<tr>
<td>Accounting, Organisations and Society</td>
</tr>
<tr>
<td>Critical Perspectives on Accountancy</td>
</tr>
<tr>
<td>International Journal of Accounting, Auditing and Performance Evaluation</td>
</tr>
<tr>
<td>International Journal of Accounting Information Systems</td>
</tr>
<tr>
<td>Management Accounting Research</td>
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<tr>
<td>Management Accounting</td>
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<tr>
<td>Social and Environmental Accounting Journal</td>
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</table>
### Corporate and International Finance

**SITS Module Code**  
ACC4014-N

**School**  
Teesside University Business School

### Module Descriptor

This module develops the ability to apply and critically examine the principles and practice of finance within organisations and as it effects the operational of organisations in an international context. To develop an understanding of the environmental pressures and organisational change faced by organisations and to assess their impact upon the financial management processes.

### Type | Level | Credit | Learning Hours |
--- | --- | --- | --- |
Not Selected | Level 7 (M) Masters Degrees | 20 | 200 |

### Assessment Pattern

| Type | ICA 25% | ECA 75% |
--- | --- | --- |

### Delivery Pattern (Total no of hours per module)

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<td><strong>Studio</strong></td>
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<td><strong>Practice</strong></td>
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<td><strong>Project Supervision</strong></td>
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<td><strong>Guided Independent Study</strong></td>
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### Requisites

**Pre-Requisites**

**Co-Requisites**
## Aims

### Module Aims

To develop the ability to apply and critically examine the principles and practice of finance within organisations and as it effects the operational of organisations in an international context. To develop an understanding of the environmental pressures and organisational change faced by organisations and to assess their impact upon the financial management processes.

## Indicative Content

### Part 1 Principles of Corporate Finance

**Introduction: financial objectives and their operational context**
- The theory of the firm, shareholder value
- The nature of risk and uncertainty
- Techniques to guide the formulation of financial strategy

**Managing (investment) project risk: introduction to capital budgeting**
- Accounting Rate of Return and Payback period
- Discounted cash flows (DCF)
- Net Present Value and Internal Rate of Return

**Relevant cash flows for project appraisal**
- Adjustments between profit and cash flows
- Allowing for the effect of taxation and inflation
- Sensitivity and scenario analysis to incorporate uncertainty

**Portfolio theory (PT) and the diversification of risk**
- Introduce the concepts of portfolio theory
- Calculate the risk and returns for two-asset portfolios
- The efficiency frontier, market portfolio and portfolio risk

**The Capital Asset Pricing Model (CAPM)**
- The distinction between systematic and unsystematic risk
- Introduce the CAPM and the Security Market Line
- Review evidence re the validity of the CAPM

**Further Applications of DCF, PT and CAPM**
- The use of DCF for share and corporate valuation -the Dividend Valuation Model (DVM)
- Applications of CAPM and PT.

**Capital Structure**
- The different sources of finance and alternative forms of gearing
- An introduction to the theoretical models of capital structure
- A consideration of the validity of the theoretical models when assumptions are relaxed

**The Cost of Capital**
- Calculation of the cost of equity using CAPM and DVM
- Calculation of the cost of debt (before and after tax)
- Calculation of the weighted average cost of capital (W ACC)
- Critically assess and apply W ACC to project appraisal

**Case Studies and Revision**
- Case studies and exam-style questions will be used as revision aids.
- Review of part1 and assignment
Part 2  International Financial Management

Global Financial Markets
Nature of financial markets and institutions
National and international financial markets
Financial markets and corporate finance in the MNE

Foreign Exchange Markets 1
Balance of payments and exchange rates
Arbitrage, hedging and speculation
Purchasing power parity and the international Fisher effect

Foreign Exchange Markets 2
Exchange rate systems
International monetary system
The Euro system

Theory and Evidence on Exchange Rate Determination
Monetary approach to the balance of payments
Asset approach and sticky prices
Portfolio approach
Empirical tests and forecasting the exchange rate

Exchange Rate Risk: introduction
Exchange rate risks
Introduction to derivatives and derivatives markets

Exchange Rate Exposure and Exposure Management
Transaction exposure
Translation exposure
Economic exposure

Internal Hedging
Netting
Matching
Leads and lags
Pricing policy
Asset and liability management

External Hedging 1
Forward and futures markets
Money market hedge
Options market
Strategic choice – case study

External Hedging 2
Interest rate risk
Interest rate and currency swaps
Case study of risk management

Financing Global Firms
Global equity and debt markets
Cost of capital
Optimal financial structure
### Learning Strategy

The classes will involve a mixture of teaching and learning activities: tutor led input, class discussions, and student led activity. This will allow communication of at least minimum knowledge requirements, the opportunity to develop proficiency in finance and financial management, and the chance to develop skills, both scholarly and transferable. Participants will be encouraged to share their knowledge and experiences of organisational practice.

### Learning Outcomes

#### Knowledge & Understanding

1. Develop a strategic understanding of the impact of a dynamic and challenging environment on financial decision making.
2. Develop the ability to select and apply appropriate financial and financial management concepts and techniques.
3. Examine the domestic and global role of finance in organisational performance.
4. Understand the operation of international financial markets and their impact upon business organisations.
5. Understand the risks of operating in international markets and identify and implement techniques for reducing risk.

#### Cognitive & Intellectual Skills

1. Critically apply theoretical perspectives to practical problems.
2. Analyse the role of finance and financial markets and evaluate how they impact upon the main functional activities of an organisation and their management.

#### Practical & Professional Skills

1. Demonstrate awareness of the theoretical framework that governs financial management practice.
2. Demonstrate an ability to apply financial models to assist organisational management, control and performance.
3. Communicate complex information in an appropriate form.

#### Key Transferable Skills

1. Successfully apply a range of appropriate approaches to learning.
2. Engage in debates and discussions utilising a variety of standpoints.
3. Select and apply appropriate computational skills.

### Assessment

#### Assessment Strategy

Assessment will be by means of an in-course assignment (ICA) dealing with the learning outcomes relating to financial management and an end exam covering the whole of the module. The respective weighting will be 25% : 75%.

#### Assessment Criteria

Standard postgraduate Assessment criteria will form the basis of assessment. The ICA will contain outline criteria and outline solutions will be provided for the exam. The learning outcomes addressed will be specified but there should be some year on year flexibility in the emphasis of the outcomes tested.
### Indicative Resources

#### Corporate Connections:

#### Recommended

#### Journals
- *International Finance*
- *Journal of Finance*
- *Financial Management*
- *Journal of International Money and Finance*
- *Accounting and Business Research*
- *Journal of Business Finance and Accounting*

Students are advised to become aware of modern financial practice. Reading the following publications can develop such awareness:
- *Financial Times*,
- *The Economist*,
- *The Investor's Chronicle*.

#### Electronic

In addition to the above students will be directed to web based data such as company websites and finance sites. For example: Hemscott Guru (LIS online), [http://uk.finance.yahoo.com](http://uk.finance.yahoo.com), [http://www.londonstockexchange.com/en-gb/](http://www.londonstockexchange.com/en-gb/)

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Critical Aspects of Auditing

Module Description:
This module identifies key perspectives and develops understanding of the range of models typically applied in accounting research, identifies key themes in accounting knowledge and introduces some of the skills required by professional and academic accountants and auditors. It also incorporates practical aspects of the issues relating to leadership and consultancy as these affect the accounting profession.

Type | Level | Credit | Learning Hours
--- | --- | --- | ---
Standard Module | Level 7 (M) Masters Degrees | 10 | 100

Assessment Pattern:
ICA 100%

Delivery Pattern (Total no of hours per module) | Total Assigned Hours
--- | ---
Lecture | 8 | 16
Science Laboratory | 0 | 0
Studio | 0 | 0
Practice | 10 | 0
Project Supervision | 0 | 0
Guided Independent Study | 0 | 0

Total Assigned Hours: 34

Requisites:

Pre-Requisites

Co-Requisites

Additional Comments:
The module will provide formative feedback through a presentation and numeracy test, and an assignment slightly longer than expected for a module of this size to provide opportunities to explore and assess a range of skills.
## Aims

### Module Aims

This module identifies key perspectives and develops understanding of the range of models typically applied in accounting research, identifies key themes in accounting knowledge and introduces some of the skills required by professional and academic accountants and auditors. It also incorporates issues relating to leadership and consultancy as these affect the accounting profession.

### Indicative Content

- Approaches in accounting research
- Statistical methods (further issues in sampling, testing, using the binomial and normal functions, multivariate analysis)
- Professional communication
- Leadership role and styles: transactional and transformational leadership
- Distributive/dispersed leadership
- Leadership development
- Nature of consultancy skills and consulting styles

### Learning Strategy

The module will be delivered using a short number of lectures, seminars and workshops followed by a self guided project activity.

Additional support will be provided using an appropriate VLE, directing participants to information sources, and dealing with individual problems outside the classroom using email and discussion boards.

### Learning Outcomes

#### Knowledge & Understanding

On completion of the module participants will be able to:

- Identify and evaluate key themes in accounting knowledge.
- Choose from and apply statistical methods appropriate to accounting and audit
- Identify understand and evaluate concepts of leadership
- Understand and critically analyse the role of the consultant internal and external to the organisation.
- Adopt a professional approach to communication in a variety of forums e.g in seminars business presentations, formal and informal reports and in academic writing.

#### Cognitive & Intellectual Skills

- Understand, analyse and critically evaluate a range of theories in accounting and audit.
- Demonstrate intellectual adaptability and question own assumptions within the context of accounting and audit.
- Engage positively with the arguments of others

#### Practical & Professional Skills

Communicate information in a range of management contexts

#### Key Transferable Skills
## Assessment

### Assessment Strategy

Formative feedback. Feedback will be provided through a statistics test, in seminar activities and in the professional seminar presentation.

**Assignment (100%)**

An extended 3,000 word report based on a case study or live analysis a professional problem situation (80); A professional seminar presentation and statistics test (20).

## Indicative Resources

### Essential


### Recommended


### Journals

- Accountancy
- Accounting, Auditing and Accountability Journal
- Accounting, Organisations and Society
- Auditing: A Journal of Practice and Theory
- Journal of Business Ethics
- Public Finance
- Public Money and Management

### Electronic

http://www.kpmg.co.uk/
http://www.pwcglobal.com/
http://www.accountancymagazine.com/
http://www.accountingweb.co.uk/
http://www.accountancyage.co.uk/
http://www.icaew.co.uk/institute/
http://www.cipfa.org.uk/
http://http://www.acca.org.uk/
www.cipd.co.uk

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Financial Reporting Regulation and Analysis

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<th>ACC4012-N</th>
<th>School</th>
<th>Teesside University Business School</th>
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<td><strong>Module Descriptor</strong></td>
<td>This module builds on a basic understanding of business and accounting practices and develops critical analysis and evaluation of approaches to the regulation and application of accounting knowledge.</td>
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<tr>
<td><strong>Assessment Pattern</strong></td>
<td>ICA 50% ECA 50%</td>
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<td><strong>Delivery Pattern (Total no of hours per module)</strong></td>
<td><strong>Total Assigned Hours</strong></td>
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**Requisites**

**Pre-Requisites**

**Co-Requisites**

**Aims**

**Module Aims**

This module builds on a basic understanding of business and accounting practices and develops critical analysis and evaluation of approaches to the regulation and application of accounting knowledge.

**Indicative Content**

- International regulatory processes and mechanisms in audit and accounting
- Valuation concepts: economic value; capital maintenance
- Alternative valuation methods: current purchasing power; current cost accounting, net realisable value
- Valuation of companies: valuation models; link between earnings and equity valuations; relevance of accounting figures
- Alternative evaluation methods in public sector organisations
- Strategic financial analysis of organisations and corporate failure
- Alternative approaches to analysing corporate performance: multi-variant analysis; balanced scorecard; economic value analysis
Mergers and acquisitions
Social and environmental accounting and reporting
Corporate governance and the accountability of directors and auditors
Accounting theory and accounting regulation
Accounting Information Systems; contingent approaches, system selection, integration in organisations
Audit role and regulation

Learning Strategy

The module will be delivered through a series of keynote lectures and seminars supported by VLE based materials, directed reading and practical exercises.

Additional support will be provided using an appropriate VLE, directing participants to information sources, and dealing with individual problems outside the classroom using email and discussion boards.

Learning Outcomes

<table>
<thead>
<tr>
<th>Knowledge &amp; Understanding</th>
</tr>
</thead>
<tbody>
<tr>
<td>On completion of the module participants will be able to:</td>
</tr>
<tr>
<td>Recognise the bases on which accounting knowledge is developed</td>
</tr>
<tr>
<td>Critically evaluate accounting standards</td>
</tr>
<tr>
<td>Select form a range of appropriate accounting techniques</td>
</tr>
<tr>
<td>Critically analyse regulatory processes</td>
</tr>
<tr>
<td>Apply, evaluate and choose from a range of valuation concepts and methods</td>
</tr>
<tr>
<td>Analyse and evaluate modern approaches to computerised financial management and impact on organisations</td>
</tr>
<tr>
<td>Consider a broader range of measures of organisational performance</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cognitive &amp; Intellectual Skills</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understand and evaluate a range of theories in accounting and finance</td>
</tr>
<tr>
<td>Synthesise information from a range of sources and identify the need for specialist advice when necessary</td>
</tr>
<tr>
<td>Apply intellectual skills to a personally chosen topic</td>
</tr>
<tr>
<td>Question assumptions in accounting and finance and engage with the arguments of others.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Practical &amp; Professional Skills</th>
</tr>
</thead>
<tbody>
<tr>
<td>Apply accounting standards in a range of contexts</td>
</tr>
<tr>
<td>Demonstrate professional and ethical practice within the subject area of accounting, finance and audit</td>
</tr>
<tr>
<td>Use diverse forms of academic and practitioner information sources</td>
</tr>
<tr>
<td>Communicate in a range of forms</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Key Transferable Skills</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communicate effectively</td>
</tr>
<tr>
<td>Apply basic competency in IT and numeracy</td>
</tr>
</tbody>
</table>

Assessment

<table>
<thead>
<tr>
<th>Assessment Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Formative feedback. Initial feedback will be provided using quizzes and self-marked seminar exercises based on VLE material. Assignment 1 will also provide formative feedback and guidance.</td>
</tr>
</tbody>
</table>

**Assignment 1 (50%)**
A 2,000 word essay involving an analysis of a company selecting from one or more methods of evaluation discussed in the module.
Assignment 2 (50%)
A 2,000 word assignment dealing with broader aspects of accounting theory, regulation and corporate governance.

### Indicative Resources

#### Essential

<table>
<thead>
<tr>
<th>Author(s)</th>
<th>Title</th>
<th>Edition</th>
<th>Publisher</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gray, I. &amp; Manson, S.</td>
<td>The Audit Process</td>
<td>3rd edition</td>
<td>Thomson Learning</td>
</tr>
<tr>
<td>Mallin, C.</td>
<td>Corporate Governance: What Can be Learned from Japan</td>
<td>2005</td>
<td>Oxford University Press (LRC 1 copy)</td>
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</table>

*Extant accounting standards (IFRSs, SSAPs and FRSs)*

#### Recommended

<table>
<thead>
<tr>
<th>Author(s)</th>
<th>Title</th>
<th>Edition</th>
<th>Publisher</th>
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<tbody>
<tr>
<td>Cosserat, G.</td>
<td>Modern Auditing</td>
<td>2nd edition</td>
<td>Wiley</td>
</tr>
<tr>
<td>Miller, P. and Hopwood, A.</td>
<td>Accounting as Social and Institutional Practice</td>
<td>Cambridge University Press</td>
<td></td>
</tr>
<tr>
<td>Millichamp, A.</td>
<td>Auditing</td>
<td>8th edition</td>
<td>Continuum</td>
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#### Journals

<table>
<thead>
<tr>
<th>Journal</th>
<th>Title</th>
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<tbody>
<tr>
<td>Accountancy</td>
<td>Accounting, Auditing and Accountability Journal</td>
</tr>
<tr>
<td></td>
<td>Accounting, Organisations and Society</td>
</tr>
<tr>
<td></td>
<td>Auditing: A Journal of Practice and Theory</td>
</tr>
<tr>
<td></td>
<td>Journal of Business Ethics</td>
</tr>
<tr>
<td></td>
<td>Public Finance</td>
</tr>
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<td></td>
<td>Public Money and Management</td>
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#### Electronic

<table>
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<tbody>
<tr>
<td>KPMG</td>
<td><a href="http://www.kpmg.co.uk">www.kpmg.co.uk</a></td>
</tr>
<tr>
<td>PwC</td>
<td><a href="http://www.pwcglobal.com">www.pwcglobal.com</a></td>
</tr>
<tr>
<td>Accountancy Magazine</td>
<td><a href="http://www.accountancymagazine.com/">http://www.accountancymagazine.com/</a></td>
</tr>
<tr>
<td>AccountingWeb</td>
<td><a href="http://www.accountingweb.co.uk/">http://www.accountingweb.co.uk/</a></td>
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<td>AccountancyAge</td>
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<td>ICAEW</td>
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</tr>
<tr>
<td>CIIPA</td>
<td><a href="http://www.cipfa.org.uk/">http://www.cipfa.org.uk/</a></td>
</tr>
<tr>
<td>ACCA</td>
<td><a href="http://www.acca.org.uk">http://www.acca.org.uk</a></td>
</tr>
<tr>
<td>SEC</td>
<td><a href="http://www.sec.gov">http://www.sec.gov</a></td>
</tr>
<tr>
<td>Accountancy Foundation</td>
<td><a href="http://www.accountancyfoundation.com/">http://www.accountancyfoundation.com/</a></td>
</tr>
<tr>
<td>Emerald</td>
<td></td>
</tr>
<tr>
<td>ScienceDirect</td>
<td></td>
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<tr>
<td>Business Insight</td>
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</table>
Issues in the Global Economy

<table>
<thead>
<tr>
<th>Module Code</th>
<th>School</th>
<th>SITS Module Code</th>
<th>ECO4006-N</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Teesside University Business School</td>
<td>ECO4006-N</td>
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</tbody>
</table>

Module Descriptor
This module examines a wide range of contemporary global economic issues including: the changing structure of the world economy; international trade relations; the nature and efficiency of the market system; developments in the macro economy; the determinants of long-run economic performance; the influence of regulatory and environmental policy; and the effects of changes in corporate governance and CSR. The emphasis is on understanding the nature of these issues and their implications for businesses and other organisations. The module approaches the issues from a variety of perspectives – economic; political, socio-cultural and ethical – and drawing primarily on economics as the underlying discipline, develops the concepts, theories and analytical tools useful for assessing the dynamics of the world economy.

<table>
<thead>
<tr>
<th>Type</th>
<th>Level</th>
<th>Credit</th>
<th>Learning Hours</th>
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</thead>
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<tr>
<td>Standard Module</td>
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<td>100</td>
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Assessment Pattern
ECA 100%

<table>
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<tr>
<th>Delivery Pattern (Total no of hours per module)</th>
<th>Total Assigned Hours</th>
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<tbody>
<tr>
<td>Lecture</td>
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<tr>
<td>Science Laboratory</td>
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</tr>
<tr>
<td>Studio</td>
<td>0</td>
</tr>
<tr>
<td>Practice</td>
<td>0</td>
</tr>
<tr>
<td>Project Supervision</td>
<td>0</td>
</tr>
<tr>
<td>Guided Independent Study</td>
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</tr>
<tr>
<td>Tutorial/Seminar</td>
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<td>IT Laboratory</td>
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<td>Open Distance Learning</td>
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<tr>
<td>Placement / Year Abroad</td>
<td>0</td>
</tr>
<tr>
<td>Other Scheduled Learning</td>
<td>0</td>
</tr>
</tbody>
</table>

Requisites

Aims

<table>
<thead>
<tr>
<th>Module Aims</th>
</tr>
</thead>
<tbody>
<tr>
<td>To develop critical understanding of the global economy external business environment.</td>
</tr>
<tr>
<td>To develop the analytical skills and judgement required to assess the effects of the changing external business environment.</td>
</tr>
<tr>
<td>To develop a critical understanding of the theories and concepts, used to analyse changes in the global economy.</td>
</tr>
</tbody>
</table>
### Indicative Content

1. Overview of the Global Business Environment  
2. Globalisation and the Changing International Economy  
3. Market and Resource Allocation  
4. Market Structures, Competition and Regulation  
5. The Macroeconomic Environment in a Global Context  
6. Macroeconomic Policy  
7. Exchange Rates and Competitiveness  
8. Long-Run Growth: Productivity, Technology and Institutions  
9. The New Economy of Knowledge: Technology and Network Effects  
10. Clusters, Networks and Economic Development  
11. Business and Social Responsibility  
12. Environmental Policy and Business

### Learning Strategy

- Lectures to present the main concepts, theories and factual details of the module.  
- Seminars based on case study material to apply the knowledge, concepts and theories developed in the course to current topical issues in the global economy.  
- Guided reading of texts, papers, economic forecasts and analyses.  
- Use of interactive virtual learning, with regular updates on reading and statistics on current issues along with discussion boards for students to share, explore and express ideas.

### Learning Outcomes

#### Knowledge & Understanding

On successful completion of the module the student will be able to:  
- K5 Demonstrate a systematic and critical understanding of the major economic, political, socio-cultural, technological and ethical implications of developments in the global economy and environment.  
- K3 Demonstrate a comprehensive and critical understanding of the main theories and analytical techniques available to evaluate the impact of the global economy and environment on various types of organisation.

#### Cognitive & Intellectual Skills

- C2 Analyse and critically evaluate the nature and implications of developments in the global environment.  
- C4 Draw reasoned conclusions on the impact of the global environment for organisations and strategic decision makers.

#### Practical & Professional Skills

- P1 Systematically gather, interpret and evaluate evidence of the impact of the global environment from a variety of sources.

#### Key Transferable Skills

- T2 Critically apply appropriate techniques relevant to case study analysis.  
- T3 Demonstrate professional competence in written, oral and group activities.  
- T4 Communicate complex academic or professional issues.

### Assessment

#### Assessment Strategy

Formative feedback is given mainly through classroom-based case studies, discussion groups and other practical activities. Summative assessment consists of a two hour exam based on a pre-released case study focussing on the implications of changes in the global economy and external business environment.
Indicative Resources

<table>
<thead>
<tr>
<th>Essential</th>
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n.a        |

<table>
<thead>
<tr>
<th>Recommended</th>
</tr>
</thead>
</table>
Amable, B. (2003), The Diversity of Modern Capitalism, Oxford: Oxford University Press  

<table>
<thead>
<tr>
<th>Journals</th>
</tr>
</thead>
</table>
Harvard Business Review  
International Business Review  
Journal of International Affairs  
Journal of International Business Studies  
Management International Review  
Oxford Review of Economic Policy  

<table>
<thead>
<tr>
<th>Electronic</th>
</tr>
</thead>
</table>
L&IS subscribe to a wide range of electronic information sources useful for tracing journal articles and other literature for business and management related subjects. Examples are Business Source Premier, EMERALD Management Extra, FAME, Science Direct and MINTEL market research. They are all accessible off campus and are available from the L&IS homepage at http://lis.tees.ac.uk
Module Descriptor

The module addresses management accounting techniques contributing to the strategic management of organisations. These will include approaches to cost management, performance measurement, control and capital investment appraisal.

Assessment Pattern

ICA 50% ECA 50%

Requisites

Pre-Requisites

Co-Requisites

Aims

Module Aims

Management accounting has undergone significant development in the recent past, and a range of techniques have been introduced into practice. Students examine the scope and nature of these techniques, their contribution to strategic management, and research findings of their application in practice. They develop knowledge and understanding of the current state of development of the discipline in practice and theory.

Indicative Content

1. The history of management accounting, from "cost accounting", to "management accounting"
2. Design influences - strategic archetype, culture, nationality, enterprise development stage, "world class management" (JIT, TQM, AMT, BPM)
3. Control systems, key features, behavioural effects.
4. Performance measurement techniques, design criteria, current critiques.
5. Cost management techniques, ABM contrasted with traditional approaches, current critiques.

**Learning Strategy**

Students will be introduced to key themes during weekly meetings. They will be provided with a range of exercises to focus their preparation for seminars, which will be used to develop and extend learning through discussion and feedback. Student preparation for these meetings will involve individual research, analysis and application of knowledge. The exercises will include both case studies and theoretical questions. Supporting Materials will be provided on Blackboard.

**Learning Outcomes**

**Knowledge & Understanding**

- Identify and describe key formative influences on management accounting systems during the recent history of the discipline.
- Identify important drivers for change in the business environment, and discuss their actual and potential; effects on management accounting.
- Describe, discuss and demonstrate innovative approaches to: Strategic Management Accounting; Planning and control; Performance Measurement; Cost Management
- Critically evaluate these innovations and identify possible further developments.

**Cognitive & Intellectual Skills**

- Prioritise and organise work.
- Access, evaluate and analyse information and make reasoned judgements.
- Demonstrate intellectual openness to new ideas and adopt a critical and analytical approach to subject matter.
- Synthesise appraise and evaluate evidence/information from relevant appropriate sources.
- Challenge orthodoxy using balanced logical supporting argument.
- Compare ideas and make appropriate judgements.
- Synthesise appraise and evaluate new knowledge and contemporary developments and issues in the discipline.
- Synthesise and critically appraise different aspects of disciplinary knowledge in complex contexts.

**Practical & Professional Skills**

- Be able to defend arguments
- Apply techniques in a range of contexts
- Work independently and apply ethical skills and knowledge

**Key Transferable Skills**

- Present a professional report and select from a range of appropriate actions.
- Use IT and apply numeracy

**Assessment**

**Assessment Strategy**

Students will submit a 2000 word in course assignment on a selected topic of modern management accounting practice.

A three hour examination at the end of the module will be also used to assess students learning across the whole of the module including the ability to select form a range of techniques to deal
with critical problems.
Formative feedback will be given during weekly seminar sessions, addressing the full range of learning outcomes.

### Assessment Criteria

Standard postgraduate university assessment criteria will be used.

### Indicative Resources

<table>
<thead>
<tr>
<th>Purchase</th>
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<td>N/A</td>
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**Essential**


<table>
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<th>Recommended</th>
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<tbody>
<tr>
<td>N/A</td>
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</tbody>
</table>

### Journals

- *Management Accounting Research*

- **Electronic**

  http://www.cam-i.org/ Leading edge thinking on budgets and control – full texts of important articles are available through this site.

  http://www.sap.com A major provider of IT packages – Enterprise resource planning, cost management and value based management activities are addressed.
http://www.thepalladiumgroup.com/ The Palladium Group has taken over The Balanced Scorecard website operated by Kaplan and Norton – presentations and case studies are available here.

http://www.sternstewart.com/?content=proprietary&p=eva Economic value added as presented by its trademark owners, consultants Stern Stewart

http://www.bettermanagement.com/abcauthority/library/case_studies/casestudies.asp – ABC/M case studies - this link no longer works – cannot trace the case studies section.

L&IS subscribe to a wide range of electronic information sources useful for tracing journal articles and other literature for business and management related subjects. Examples are Business Source Premier, EMERALD Management Extra, FAME, ScienceDirect and MINTEL market research. They are all accessible off campus and are available from the L&IS homepage at http://lis.tees.ac.uk/
This module requires individuals to integrate learning and development and synthesise knowledge and understanding of theory and practice through its application to organisational issues, which are demonstrably concerned with development within the organisation(s). Students work towards this through undertaking a major project related to a business issue of significance within the organisation(s). The output from this module is a written report. Students will be supported throughout the process by a supervising tutor who will monitor progress and ensure that the participant is appraised of his/her ongoing performance. Note: The dissertation should, normally, be completed within three semesters of the original date of enrolment on the module.

<table>
<thead>
<tr>
<th>Type</th>
<th>Level</th>
<th>Credit</th>
<th>Learning Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Standard Module</td>
<td>Level 7 (M) Masters Degrees</td>
<td>60</td>
<td>600</td>
</tr>
</tbody>
</table>

**Assessment Pattern**

ECA 100%

**Delivery Pattern (Total no of hours per module)**

<table>
<thead>
<tr>
<th>Delivery Pattern</th>
<th>Total Assigned Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lecture</td>
<td>0</td>
</tr>
<tr>
<td>Science Laboratory</td>
<td>0</td>
</tr>
<tr>
<td>Studio</td>
<td>0</td>
</tr>
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<td>Project Supervision</td>
<td>0</td>
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<td>Guided Independent Study</td>
<td>0</td>
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<td>0</td>
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<td>IT Laboratory</td>
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<td>Placement / Year Abroad</td>
<td>0</td>
</tr>
<tr>
<td>Other Scheduled Learning</td>
<td>0</td>
</tr>
</tbody>
</table>

**Requisites**

**Pre-Requisites**

**Co-Requisites**

**Aims**

This module requires individuals to integrate learning and development and synthesise knowledge and understanding of theory and practice through its application to organisational issues, which are demonstrably concerned with development within the organisation(s). The dissertation should reflect the requirements of each named award. Thus, the aims of the dissertation are: • To develop skills, knowledge and understanding of the application of systematic and rigorous enquiry into organisational problems. • To develop skills in constructing a coherent and discursive report on a substantive issue which is managerially relevant and academically informed. • To continue the process of integrating individual management development. • To require the individual to critically evaluate their personal development through and consequent on the programme and formulate strategies for further development.

**Indicative Content**
The dissertation is a tutor-assisted activity with a critical aspect of self-management by the participant. Thus, the participant is central to decision making about the location of the project and its content. However, there are particular content issues to be considered where the input from the tutor is significant: The use of relevant theory and research in the execution and analysis of the project. The use of appropriate research methodologies and a clear understanding of their underpinnings. The dissertation may be of 3 types: In-company focused, addressing a particular problem or issue in an organisation and developing an analysis leading to strategies by which the problem or issue might be addressed. Transferable, problem-centred, and empirical, addressing some issue that is generic to an industry or industrial sector. Theory-based, considering theoretical perspectives in a subject area, developing contrasting and evaluating conceptual perspectives together with their practical implications. The focus of the dissertation must reflect the award. The dissertation should normally address issues of strategic change; operational matters should not be covered. Given the nature of general management any credible topic will, additionally, be cross functional and interdisciplinary. Thus a topic based entirely within an accounts office or dealing with a production problem, pure and simple, would be very unlikely to be relevant. You should discuss the suitability of your topic with your assigned Supervisor/Tutor and/or Management Research Methods tutor.

Learning Strategy
Participants will be encouraged to use the cohort as a resource to support their research activities and supplement the help given by the supervising tutor. Workshops will be provided when necessary to allow participants to access specialist knowledge in research methods, in addition to the guidance provided by the dissertation tutor. A detailed guide covering the dissertation process, preparation, content, presentation, submission arrangements and assessment criteria will be made available to each student. Each participant will be allocated a supervising tutor. The supervising tutor for each participant will: Ensure a clear statement of the dissertation and that its aims and objectives are clearly stated. Provide tutorial support to the participant on an individual basis and guide further research. Monitor progress of the participant and report this as necessary to the course leader. Ensure the participant is appraised of his/her ongoing performance. Participate in the assessment process.

Learning Outcomes

Knowledge & Understanding

K1 Demonstrate a comprehensive and critical understanding of techniques/ methodologies appropriate to their own research or advanced scholarship.
K3 Demonstrate originality in the application of knowledge, together with a practical understanding of how established techniques of research and enquiry are used to create and interpret knowledge in the discipline of the award.
K5 Demonstrate a systematic and critical understanding of the breadth and depth of knowledge in the discipline and critical awareness of current problems/ and or new insights, much of which is aimed at, or informed by, the forefront of their academic discipline or area of professional practice.
K5 As appropriate to the field, has the awareness and ability to manage the implications of ethical dilemmas and work pro -actively to formulate solutions

Cognitive & Intellectual Skills

C1 Integrate and synthesise diverse knowledge, evidence, concepts, theory and practice relevant to enterprise and enterprise development.
C4 Critically examine and reflect upon personal competencies, preferences and practices with regard to the practice of entrepreneurship.

Practical & Professional Skills

P1. Recognize and address ethical dilemmas and corporate social responsibility issues, applying ethical and organizational values to situations and choices
P2. Apply leadership and performance management concepts through selecting appropriate leadership style for different situations
P3 The ability to write structured business reports using a structured, rational, evidenced, coherent argument with grammatical accuracy

Key Transferable Skills
T1. Demonstrate critical self-awareness, self-reflection and self-management including sensitivity to diversity in people and different situations and the ability to continue to learn through reflection on practice and experience

T2. Develop analytical and critical skills

T2. Formulate action plans.

T3. Develop a high level of self-awareness in terms of own leadership style.

Assessment

Assessment Strategy

The focus of assessment is the submitted dissertation. The dissertation must conform to a standard structure. The dissertation includes the following materials and sections, in the following sequence: Ø Abstract Ø Title Page Ø Table of Contents Ø List of Tables (if any) Ø List of Figures (if any) Ø List of Other types of material: photographs, maps etc. (if applicable) Ø Acknowledgements (if any) Ø Body of Text Ø References Ø Appendix or Appendices (if any) The minimum permitted length for the Body of Text is 12,000 words, normally it will be 12,000-16,000 words

Indicative Resources

<table>
<thead>
<tr>
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<th>N/A</th>
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<tbody>
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Denzin, N. N. and Lincoln, Y. S. (1998), Strategies for Qualitative Enquiry, Sage, London Specific techniques


Oppenheim, A. N. (1997), Questionnaire Design, Attitude Measurement and Interviewing, Pinter, London


Background reading Qualitative research

Journals

N/A
Electronic

Software: SPSS for Windows

Accessibility