

# Business Management BA (Hons)

## COURSE DETAILS

- A level requirements: [AAB](#)
- UCAS code: N100
- Study mode: Full-time
- Length: 3 years

## KEY DATES

- Apply by: [29 January 2025](#)
- Starts: 22 September 2025

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## Course overview

BA Business Management is a flexible programme which allows you to experience a wide range of management functions and provides you with a thorough grounding in a range of business subjects.

Our Business, Management and Marketing subject area is ranked 25th from 119 providers, a rise of 10 places from last year. (Times Good University Guide 2023).

## INTRODUCTION

Taught by academic staff with industry experience in a variety of business sectors, from your first year of study you will be introduced to the problems and challenges of the business world and will be equipped with the knowledge to solve them. By the final year of your programme you will have the skills, business awareness and confidence to succeed in the wider business world with the opportunity to specialise in areas such as marketing, football, finance and events management.

From year one, we encourage our students to work as part of a team with peers on their course and give opportunity to work with real businesses, gaining a global perspective through a vibrant international learning community, as you are exposed to business ideas and cultures from the UK and beyond.

## WHAT YOU'LL LEARN

- Fundamentals of marketing

- Dynamic nature of supply and demand
  - Business statistics
  - Principles of operations management
  - Corporate social responsibility
  - Understanding of how businesses operate internationally
  - Strategic management and business policy
  - Gain a perspective on knowledge and innovation management
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## **ACCREDITATION**

The University of Liverpool Management School holds accreditation from [AACSB](#), [AMBA](#) and [EQUIS](#). This makes it one of an elite group of institutions worldwide to hold the gold standard triple accreditation.

Our Business Management course is accredited by the [Chartered Institute of Management Accountants \(CIMA\)](#), providing enhanced skills and understanding of how businesses are operated and managed, how to create strategies, and how people work together.

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# Course content

Discover what you'll learn, what you'll study, and how you'll be taught and assessed.

## YEAR ONE

Discover who you are as a professional and which areas of business you enjoy. Gain a thorough grounding in key business areas, such as: management, marketing, economics and finance. Learn to confidently interpret and analyse introductory qualitative and quantitative techniques appropriate to a business context and effectively communicate business related research findings.

As well as understanding Business Management concepts and problem-solving techniques, you will develop your employability skills from your first year of study.

## COMPULSORY MODULES

### **STATISTICAL FOUNDATIONS OF BUSINESS ANALYTICS (ECON154)**

**Credits: 15 / Semester: semester 2**

The purpose of the module is to introduce business analytics to the non-specialist. The course aims to provide a broad understanding of descriptive, prescriptive, and predictive techniques in business analytics. It will also provide students with the ability to derive and understand a variety of graphs and statistical models which can be produced in Excel, and which provide a means for managers to make intelligent use of analytics for management, operations, and business decision-making.

### **ECONOMIC PRINCIPLES FOR BUSINESS AND MARKETS (ECON127)**

**Credits: 15 / Semester: semester 1**

The aim of this module is to introduce the core principles of economics (both micro and macro), to develop models and economic perspectives relevant to business students and demonstrate how modern economics can illuminate the problems that businesses face on a day-to-day basis.

### **FUNDAMENTALS OF MARKETING (MKIB153)**

**Credits: 15 / Semester: semester 1**

The module is an introduction to the fundamental principles of marketing. The module aims to bring contemporary marketing perspectives to life for students new to the concept of marketing. The content of the module is underpinned by marketing theory, with an emphasis on application.

## **INTRODUCTION TO ACCOUNTING AND FINANCE (NON-SPECIALIST) (ACF1107)**

**Credits: 15 / Semester: semester 1**

Whether pursuing a career in marketing or in supply chain management, modern business professionals have to be well versed in the language of accounting and finance. This module aims to equip a non-specialist audience with a solid understanding of the key principles of financial reporting and management accounting. Students will first learn how firms measure and report their financial position and performance, and then engage in analysis and visualisation of real data using financial ratios. The module will also introduce students to a number of fundamental managerial decision-making techniques, such as cost-volume-profit analysis, simple costing models, budgeting, and capital investment appraisal methods.

## **ORGANISATIONS AND MANAGEMENT (ULMS151)**

**Credits: 15 / Semester: semester 1**

The module provides students with a grounding in practical and theoretical perspectives on historical and contemporary forms of management. It explores how organisations address their major challenges by drawing from tried and tested methods, as well as more innovative practices. Students are encouraged to question common sense assumptions about management, and to identify creative and sustainable practices in organisations.

## **INTRODUCTION TO THE GRADUATE RECRUITMENT PROCESS (ULMS170)**

**Credits: 15 / Semester: semester 1**

This module introduces students to the graduate recruitment process by providing them with the skills required to secure a work placement or summer internship. It also provides the opportunity to acquire, develop and apply these skills.

## **PRINCIPLES IN OPERATIONS MANAGEMENT (EBUS102)**

**Credits: 15 / Semester: semester 1**

This is an introductory module to the role operations management plays in business. The key principles of operations management will be explained. This will be done via a journey through the organisation from customer demand to suppliers' delivery to the company. Plenty of practical examples will be used and students will have the opportunity to understand the operational challenges in practice. Besides the subject knowledge students will participate in a number of seminars to better understand how different functions of operations could affect the performance of an organisation.

## **THE NEW PROFESSIONAL (ULMS115)**

**Credits: 15 / Semester: semester 1**

This module aims to introduce students to the academic and professional skills they will require throughout their university career and beyond. Students will examine the tools and techniques necessary to examine and evaluate both qualitative and quantitative data and gain an understanding of how these are relevant in the modern business environment. The module will also provide an opportunity to develop key professional skills needed in the corporate environment.

*Programme details and modules listed are illustrative only and subject to change.*

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## **YEAR TWO**

Build upon the foundations created in your first year and apply deeper Business Management knowledge to diverse organisational contexts. Learn to communicate this in a variety of advanced quantitative and qualitative techniques.

Demonstrate the link between entrepreneurship, innovation and business creation from start-ups to large multinational organisations. Gain perspective on how and why businesses internationalise their operations.

In year two, semester one students can take:

- **ACFI205** or **ULMS206**
  - **ULMS252** or **ULMS259** or **ULMS209**
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## **COMPULSORY MODULES**

### **BUSINESS IN THE GLOBAL ECONOMY (MKIB225)**

**Credits: 15 / Semester: semester 1**

Business strategies and behaviour are part and parcel of dynamic interactions between a wide range of actors in the world economy. This module aims at producing the basic knowledge and skills for understanding that interaction, taking into consideration firms but clearly examining also other types of actors such as states, international organisations, labour and social movements. It does so by asking three sets of interrelated questions. Firstly, why do businesses internationalise their operations? What, and in relation to whom, can they gain from doing so? Secondly, how do transnational corporations operate across borders? How do these operations contribute to patterns of international development? Are these patterns smooth and harmonious (simple globalisation) or uneven? Thirdly, what is the current (and future) context in which transnational enterprise takes place? Recently, the 2007–09 global economic and financial crisis, the 4th Industrial Revolution, the climate change crisis and the global health crisis have transformed the dynamics of the world economy in a number of ways, and the module aims at enhancing knowledge of this new context of business. The module will also consider key phenomena ranging from the role of the BRIC economies in the future international economic order to gender. Throughout the module, we will consider political (power) and ethical issues, as they are fundamental to understanding the world economy, past, present and future.

### **CORPORATE SOCIAL RESPONSIBILITY (ULMS251)**

**Credits: 15 / Semester: semester 1**

This module is designed to challenge students to think about the nature of modern business behaviour, its role and contribution to society, and the ways in which such behaviour can be understood, especially from moral and ethical perspectives. Over a series of formal lectures, students are introduced to a range of key critical thinkers from ethics, philosophy, economics and management studies. Our explorations are also constantly related to real-life examples. The module is taught via formal lectures and seminars and is assessed by an unseen online open book examination and a group presentation.

### **THEORY OF THE FIRM (ECON254)**

**Credits: 15 / Semester: semester 1**

This module gives an overview of some very basic economic principles as it applies to the firm and its environment. It equips the student with the knowledge and skills necessary to understand and evaluate internal and external factors that influence the strategic decisions made by the firms. This includes the analysis of the nature and behaviour of firms in international markets. It is designed for non-economists such as Business Studies students. Explanations are sometimes based on very basic diagrams and students are expected to have GCSE level maths.

## **BUSINESS ANALYTICS (EBUS205)**

**Credits: 15 / Semester: semester 1**

Business Analytics comprises the use of quantitative techniques, mathematical and computer-based models, and statistical analysis in combination with data and information technologies to support making better decisions in business environments and for gaining improved insight into business operations. The module introduces the fundamental concepts and tools of Business Analytics and an understanding of using data in combination with analytical techniques to support making better decisions in business environments. The module is designed around the use of descriptive, predictive, and prescriptive techniques with relevance to practical applications.

## **OPTIONAL MODULES**

### **PRACTICAL METHODS FOR PROBLEM SOLVING (ULMS215)**

**Credits: 15 / Semester: semester 1**

This module aims to develop students' academic skills, by providing them with an awareness of the main methodological approaches, tools and techniques (both qualitative and quantitative) that are necessary to use to produce a credible piece of research. The module will also offer students an opportunity to gain some valuable problem-solving skills, and some practical experience of conducting interviews and of analysing quantitative data using, for example, Excel, and Nvivo, with a view to further develop their employability skills. Student who intend to undertake a final year independent project (whether in the form of dissertation or consultancy style project) will particularly benefit from the methodological training and academic guidance provided in this module.

### **CONTEMPORARY DEVELOPMENTS IN EMPLOYMENT RELATIONS (ULMS216)**

**Credits: 15 / Semester: semester 1**

Work and employment relations are continually changing and this can generate stakeholder tensions. The aim of this module is to examine current and emerging developments in Employment Relations (ER), because of their implications for individuals, organisations and society. These developments in ER are debated in the context of the UK, but insight into other national contexts is drawn upon to extend student knowledge and learning.

## **EQUALITY, DIVERSITY AND INCLUSION IN ORGANISATIONS (ULMS226)**

**Credits: 15 / Semester: semester 2**

This module provides an overview of what workforce equality, diversity and inclusion (EDI) are and their relevance and usefulness in improving the understanding and management of people at work. Today's workplace is changing due to a number of factors including an ageing population and increases in the number of women and ethnic minorities. As a result, there is a need to effectively understand and manage EDI in organisations in order to create an inclusive workplace that meets organisational outcomes. A number of issues that managers of a diverse workforce face are explored. In particular, issues such as gender, age, ethnicity, disability, religion, sexual orientation and intersectional identities are discussed. Two key approaches towards EDI are reviewed: the social justice case and the business benefits case. The module also explores a range of EDI related concepts and topics such as social identity, stereotyping and discrimination. It also considers the protected rights of employees covered by UK legislation as well as international legislative drives and policies. Successful students will develop their understanding of the field of EDI and their own personal position within it. They will also inform their practice as future managers from both research and practitioner perspectives.

## **FINANCIAL MANAGEMENT FOR BUSINESS (ACFI205)**

**Credits: 15 / Semester: semester 1**

The aim of this module is to provide students with basic financial concepts in the areas of projected financial statements, time value of money and risk-return, and offer preliminary knowledge on market efficiency along with some elementary theoretical and empirical components related to these topics. Furthermore, the module covers fundamental discussions on internal and external financing policies, capital structure, dividend policy, mergers and acquisitions, etc.



## **SUSTAINABLE FORMS OF ENTERPRISE AND ENTREPRENEURSHIP (MKIB235)**

**Credits: 15 / Semester: semester 1**

This module will introduce students to the many forms of enterprise and entrepreneurship that exist. Entrepreneurship is often presented only in a limited format, with a key 'heroic' entrepreneur taking risks and achieving business growth usually measured by monetary gain. While this classical approach tends to glorify entrepreneurship in certain ways, ignoring how difficult it is to build a business for profit, it also marginalises many other forms of enterprise. Better ways of ensuring the enterprise is a success can be founded in sustainable forms of entrepreneurship. In this module students will gain new knowledge about what these other types of enterprise are, how they are formed and why they are pursued. For instance, social enterprise tends to focus on a pursuit of a social mission first and foremost, with social entrepreneurs being diverse in their motivations. Collective forms of enterprise may seek to redistribute profits amongst a community of members, such as through a cooperative organisation while entrepreneurship in low income communities may well be a catalyst to other forms of capital building, such as social and human capital. Students will be able to learn that engagement in enterprise is based on a wider set of motivations than merely individual monetary gain and that successful entrepreneurship can be defined in many ways. The module will act as a good foundation for the third-year model, Social Enterprise.

## **INTERNATIONAL FINANCE (NON-SPECIALIST) (ACFI260)**

**Credits: 15 / Semester: semester 1**

This module delivers an outlook of issues of international finance, such as parity conditions, currency exposures/management and international capital markets; especially focusing on the financial management of multinationals. The groundwork is based on fundamentals of finance which provides an introduction to the core principles of finance, valuation and financial decision-making, within the domestic setting and then expands to the international setting.

## **OPERATIONS MANAGEMENT: TOOLS AND TECHNIQUES (EBUS209)**

**Credits: 15 / Semester: semester 1**

Operations management is all about how businesses create and deliver products and services, making it a key function of business. This module aims to introduce a range of operations management tools and techniques to students and considers their application to contemporary business environments. The module focuses on organisational level operations managements, encouraging students to consider the tools and techniques used to direct, design, deliver and develop operations management in both manufacturing and service contexts. Real world business examples are used throughout the module to explore principles in practice. Students on this module will develop an understanding of how the design and delivery of operations can be optimised to help a business to achieve competitive advantage. Students are introduced to topics such as lean, sustainability, supply chain management, process design and layout.

## **SERVICES MARKETING (MKIB255)**

**Credits: 15 / Semester: semester 1**

This module focuses upon ways in which services marketing is distinct from tangible goods marketing, highlighting a range of concepts and frameworks to highlight such distinctions.

## **GOVERNMENT AND BUSINESS (ULMS205)**

**Credits: 15 / Semester: semester 2**

The core roles of government in relation to business are identified and evaluated and significant changes discussed. The module also explores the nature of the relationship between government and business, for example in terms of neo-corporatist structures and the role of business as an actor in the governmental process. These issues are also placed firmly within a wide-ranging international context and examples are drawn from a wide variety of countries. The module is assessed through an assignment and an unseen exam. Successful students will acquire an appreciation of the interactions between government and business, develop a strong critical awareness and be able to apply the general debates to a wide range of specific examples.

## **IDENTITY, CULTURE AND WELLBEING IN ORGANISATIONS (ULMS268)**

**Credits: 15 / Semester: semester 1**

Identity and culture are two very important phenomena in organisations. They help explain why organisations look and feel the way they do. They also help us understand why people in organisations often ignore and/or resist rational models and techniques; how these affect the ways employees see their identity at work and their sense of wellbeing; and how identity and cultural management at sectoral, occupational and organizational levels impact workers' sense of self. Students on this module are encouraged to investigate culture and identity in relation to wellbeing in contemporary films, fictional narratives and social media, as well as in the academic literature.

## **INTERNATIONAL MANAGEMENT (MKIB253)**

**Credits: 15 / Semester: semester 2**

In a globalised world, companies of all kinds are no longer limited to producing and selling their goods and services in domestic markets. They explore global markets and operate across national borders. What challenges do companies face as they operate in multiple nation-states? How are they different from the domestic companies? How can multinational companies (MNCs) be managed effectively in order to stay competitive in the global market? This module aims to produce the knowledge and skills for students to address these questions. The module is structured into three parts. The first part discusses globalisation and MNCs, providing an overview of the changing landscape of the global economy. The second part focuses on the challenges that faced by MNCs with an analysis on the complex and often conflicting external environmental factors that shape the strategy and management of MNCs. The third part discusses how MNCs manage these challenges, exploring different strategies and practices that managers could consider in managing operation, talents and knowledge across borders.

## **LEADERSHIP AND PERFORMANCE MANAGEMENT (ULMS266)**

**Credits: 15 / Semester: semester 1**

This module introduces students to the theoretical perspectives, roles and practical activities associated with Leadership and Performance Management in contemporary organisations

## **MARKET RESEARCH (MKIB256)**

**Credits: 15 / Semester: semester 1**

This module seeks to highlight the role of, and need for, market research in supporting marketing decision-making. It involves a range of teaching strategies built around online learning activities (e.g., videos) and case studies. Additional material will be in the form of web-based reading and research, selected texts, journal articles and contemporary magazine and press articles. It is assessed through two pieces of coursework. The coursework involves a group desk research infographic and the completion of a group project which is designed to put market research techniques into practice.

## **MANAGING PEOPLE (ULMS206)**

**Credits: 15 / Semester: semester 1**

This module seeks to introduce students to the theoretical perspectives, roles, and practical activities associated with the management of people and the Human Resources function in organisations. This case focused module will develop your ability to apply these newly acquired theories and frameworks to generate solutions to 'real world' Human Resources issues and challenges.

## **INNOVATION AND ENTREPRENEURSHIP (ULMS259)**

**Credits: 15 / Semester: semester 1**

Innovation and entrepreneurship draw together key themes relating to the development of new products, new processes and new organisations in the business environment. Innovation is strategic when it is consistent with a corporation's mission, vision and values and is created to enhancing the strategic positioning and/or competitiveness of organisations. This module deals with the principles underpinning innovation and entrepreneurship in the context of a global business environment.

In this module students will gain a deep understanding of the role of strategic innovation activities in various organisational settings as a tool to developing a longer-term entrepreneurial culture. It will focus on comparing methods of best practice for entrepreneurial innovation developments and how these are utilised in practice using case studies and simulated examples.

The module draws on both theory and practice from a range of sub-disciplines and areas of study, including examples of innovation within large public and private sector organisations as well as smaller technology-based organisations both local and international.

Whilst the module provides theoretical insight into innovation and entrepreneurship, students will also be encouraged to identify best practices in the management of innovation and entrepreneurship in organisations.

## **EXPERIENTIAL LEARNING PROJECT (ULMS209)**

**Credits: 15 / Semester: semester 1**

The Experiential Learning Project provides an early opportunity for Year 2 Business and Management students to apply the academic knowledge gained from the first year of their course to a significant 'real-world' management problem. The module begins with team formation activities and a grounding in the theory and practice of Experiential Learning – a Professional imperative. Groups of 3-6 then engage with a 'live' project/task/problem posed by an organisation, consult with a manager from that organisation to agree deliverables and timelines, and then work for 6-8 weeks on delivering a suitable report/solution. The module concludes with a reflective element; embedding the new learning from the project experience, and each student's enhanced skill set, back into their ongoing programme of study.

## **BUSINESS AND EMPLOYMENT LAW (ULMS202)**

**Credits: 15 / Semester: semester 1**

A module to introduce students to the impact the law of England and Wales on business. Contract law, tort, employment law, discrimination and intellectual property are the main areas of focus.

## **ENTREPRENEURSHIP (ULMS252)**

**Credits: 15 / Semester: semester 1**

The module introduces students to entrepreneurship, introducing and challenging key assumptions. The intellectual curriculum is accompanied by practical exercises aimed at developing entrepreneurial ideas with support from business mentors.

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## **YEAR THREE**

Consolidate your knowledge and understanding of management through a much greater degree of personal study and research. Depending on your selection of third year modules, you will continue to probe more deeply into contemporary issues and knowledge of organisations, the external environment in which they operate and contemporary changes in the business world, such as, globalisation and business ethics.

Please note, ULMS302 is a compulsory module unless students choose ULMS399.

## **COMPULSORY MODULES**

### **STRATEGIC MANAGEMENT AND BUSINESS POLICY (ULMS353)**

**Credits: 15 / Semester: semester 1**

The module gives an overview of the subject from the perspective of principles and practice. The first part of the module provides an overview of perspectives and explains the centrality of strategic purpose. The second part is about strategic analysis and covers strategic objectives, and the analysis of the external and internal environments. The third part covers business, corporate, and global levels of strategy. Finally, the module explains implementation: covering strategic actions and performance management.

## **OPTIONAL MODULES**

### **ADVANCED ENTREPRENEURSHIP (ULMS360)**

**Credits: 15 / Semester: semester 1**

In recent years, interest in entrepreneurship has increased considerably in academic and policy circles alike. Since the 1970s, it has been widely recognised that entrepreneurship contributes to economic growth and that the majority of new jobs are generated by small firms. Moreover, for some years now, there has been a wide range of publicly funded business support initiatives aimed at enhancing entrepreneurship and enterprise creation. Since the onset of the recession in 2008, the challenge is to create new business opportunities, in the UK, Europe, and beyond which are able to survive and thrive in the emerging business ecosystem. In this context, the role of education, especially in universities, in 'nurturing' entrepreneurs through providing the necessary skills and training for students, is increasingly viewed as an important element in the development of new graduate start-ups that have the potential to become high-growth firms. In this module, building upon material studied earlier in the programme, focus will be directed towards questions such as how and why 'entrepreneurship and enterprise' have become such a popular phrase for individuals, organisations, communities and governments alike. The module will seek to explore this by examining the various historical, economic, political and social assumptions that surround the nature of entrepreneurship and enterprise, drawing focus towards advancing our understanding and appreciation of the human story behind entrepreneurial and enterprising activity. and It will also seek to advance students' awareness of entrepreneurial practice by considering in greater detail the many individual stories (from emerging, growing and mature business start-ups) in order to appreciate the factors and challenges involved in "the practice of being entrepreneurial / entrepreneur". In the module students will also have the opportunity to evaluate their personal orientations to entrepreneurship, building upon material studied earlier in the programme, by reflexively shaping their appreciation of what it is like being self-employed, working in the family business, being an owner-manager, being an entrepreneur/intrapreneur.

## **BEHAVIOURAL FINANCE (ACFI311)**

**Credits: 15 / Semester: semester 2**

Behavioural finance attempts to explain several widely cited market phenomena (including e.g. excess volatility, overreaction, bubbles and crises) by drawing on concepts and principles from psychology and their applications in investors' behaviour. The module provides a thorough introduction to this area, with theoretical analyses being enhanced through the use of short videos, experiments and quantitative finance both during lectures and seminars.

## **PERSPECTIVES IN HUMAN RESOURCES MANAGEMENT (ULMS364)**

**Credits: 15 / Semester: semester 1**

The module aims to provide students with an understanding of contemporary human resource management issues. It will relate models and frameworks from the human resource management literature to contemporary issues and challenges affecting all organisations from SME to multinational companies.

## **CORPORATE GOVERNANCE (ACFI320)**

**Credits: 15 / Semester: semester 1**

The module covers the history and development of corporate governance, and the key principles and systems that underpin corporate governance today. It also provides the opportunity to assess the practical application of corporate governance systems across major international organisations based on UK regulation.

## **CRITICAL PERSPECTIVES IN MANAGEMENT (ULMS366)**

**Credits: 15 / Semester: semester 1**

The purpose of this module is to provide students with an in-depth understanding of the theory and practice of management in a critical context. The module draws on a broad range of critical social science theory that questions received wisdom on management and the view that management is a purely 'neutral' technical-rational practice. The module challenges this view by looking at issues of performativity, and the ideology and politics of work organization and management practice from a range of critical perspectives. It traces the history and development of management as power, control and domination in organizations from its origins through industrialization to its current post-industrial/postmodern setting.

## **DISSERTATION (ULMS399)**

**Credits: 30 / Semester: semester 2**

The dissertation module offers the opportunity to conduct an extended study on a theme relevant to Business Studies students. It will develop and enhance your ability to:

Utilise bibliographical software;

Produce systematic literature reviews;

Analyse and synthesise a body of knowledge;

Critically evaluate contrasting perspectives on all aspects of business.

Introductory workshops will offer initial instruction on completing the dissertation and each student will be allocated a supervisor. As with any dissertation, much emphasis is placed on independent study.

## **THE DIGITAL BUSINESS (EBUS301)**

**Credits: 15 / Semester: semester 1**

Technology and especially the Internet is an essential tool for the modern business providing important connections to their customers and suppliers. However, it isn't simply a case of deploying these technologies and hoping for benefit, you need to appreciate the possibilities they open up and align these possibilities to your organisational strategy. This module will open up the world of technology and its impact on business. The first half of the module will introduce the kind of technologies you are likely to meet in business and how they are being used currently. The module will then go on to explore concrete examples of e-business to examine how the student may exploit this opportunity in the future.

## **EVENTS MANAGEMENT (MKIB367)**

**Credits: 15 / Semester: semester 1**

The module provides a context for business subjects already studied (eg marketing) and incorporates additional subjects, for example project management, quality management, law and planning. It also provides an analysis of the market in which the sector operates. The emphasis is on practical skills and the module draws on relevant theory. Visiting speakers relate theory to practice. There is an assignment that focuses on event skills and a formal exam.

## **THE PRICE OF FOOTBALL (ACFI322)**

**Credits: 15 / Semester: semester 1**

According to the advisory firm Deloitte, their football finance unit generates more media enquiries than all other industry areas combined. With the increasing globalisation of the sport, and the impact of commercial and media deals having a large impact on clubs both on and off the field of play, a knowledge of finance for anyone with an interest in the sport is beneficial. This module aims to:

- (1) Utilise financial statements produced by football clubs and organisations.
- (2) Review and apply financial reporting standards that have a significant impact on the financial statements, especially in relation to key assets such as player registrations.
- (3) Analyse financial results using standard and industry specific ratios and KPI's alongside available accessible data.
- (4) Discuss and apply methods of valuing clubs using historic financial data and different valuation models.
- (5) Use financial modelling techniques and spreadsheet analysis to prepare bespoke data and analysis of football clubs.
- (6) Identify potential warning signs of financial distress in football clubs.
- (7) Discuss topical financial issues arising in the industry and their potential consequences for stakeholders.
- (8) Analyse the effectiveness or otherwise of cost control methods in the industry

## **GLOBAL STRATEGIC MANAGEMENT (MKIB351)**

**Credits: 15 / Semester: semester 1**

This module gives students an up-to-date coverage of global strategy and hands-on experience putting theory into practice. It sets new approaches such as institutional analysis alongside more traditional approaches based in economics and management. It also gives considerable attention to competition in and from emerging economies. At the end of the module, students are able to critically analyse the challenges and opportunities that a multinational enterprise (MNE) faces and the context in which these organizations make decisions. Assessment is through an individual report submitted at the end of the module.

## **HRM SKILLS AND PROFESSIONAL PRACTICE (ULMS315)**

**Credits: 15 / Semester: semester 1**

This module focuses on developing the core skills needed for a professional career in HRM. These include developing HRM strategy, formulating business focused reports on HR issues, enhancing employee engagement, learning and development, performance and reward management. These skills will be built through weekly workshops with input from members of the Chartered Institute of Personnel and Development.



## **INTERNATIONAL ECONOMIC RELATIONS (ECON354)**

**Credits: 15 / Semester: semester 1**

This module provides a detailed coverage of the nature and determinants of the pattern of world trade and financial, capital and labour flows. The module also aims to provide students with a critical appreciation of why conflicts arise between nations due to international economic activity and what policy options are most appropriate for countries both individually and cooperatively to adopt. Throughout the module emphasis is placed upon the role of theory in enhancing understanding of the key issues in international economic relations.

## **INTERNATIONAL MARKETING (MKIB356)**

**Credits: 15 / Semester: semester 1**

An understanding of international marketing is crucial in today's increasingly international marketplace. International marketing activities must be planned, coordinated and integrated whilst recognising the need to understand the complexity of international environment when devising a strategy for market selection, market entry, and marketing mix. Graduates will often interact with international clients and therefore, this module aims to address the importance of having an international marketing understanding. It examines how a firm internationalises the marketing function, looking in detail at how to design and implement an international marketing plan including identifying the need for internationalisation, conducting global market research, selecting the international market, choosing effective entry modes, planning marketing mix in the target market, and coordinating global marketing program.

## **ISSUES IN DEVELOPMENT FINANCE (ACFI317)**

**Credits: 15 / Semester: semester 1**

This module will provide an advanced, albeit non-technical, critical understanding for students with a variety of academic backgrounds of a number of current issues faced by both academics and practitioners in the area of finance for development. These will include, for example, trying to answer the question of whether foreign aid works, the impact of multinational firms upon the economy of host countries, the evolving roles of the IMF and World Bank and whether microcredit really provides a "silver bullet" solution to poverty. The module will also cover the main principles of Islamic Finance. This a very strongly research-led module. Finally, the module will have a developmental form of assessment in the form of a research-based proposal for a new textbook that will allow students to revisit the knowledge they have acquired in the module from a perspective of their choice like, for instance, de-colonisation of the curriculum, sustainability, environment, fintech, financial inclusion, gender.

## **MANAGEMENT ACCOUNTING FOR BUSINESS (ACFI307)**

**Credits: 15 / Semester: semester 1**

The aim of the module is to build on the basic management accounting methods seen in ACFI 107 through coverage of a range of additional/more advanced techniques that aid costing, decision-making, planning and control. The module will also cover some of the contemporary developments within management accounting and performance measurement which have had a fundamental impact on the way many organisations are operated and managed.

## **MARKETING STRATEGY (MKIB363)**

**Credits: 15 / Semester: semester 1**

The module builds on previous marketing related modules but as the title implies encourages students to think strategically about marketing in practical terms and in a theoretical context. Students will be assessed by individual assignment where they are required to implement a strategic marketing plan for a real life company.

## **PROJECT MANAGEMENT (EBUS308)**

**Credits: 15 / Semester: semester 1**

This module provides students with the necessary tools, techniques and analytical skills required to strategically manage new and existing projects, within the current uncertain business environment. The module seeks to provide participants with a broad understanding of the key project management elements such as: project scheduling, resource budgeting, quality assurance and risk management / mitigation, all of which provide measurement of institutional project performance. It addresses the principal techniques used to identify, assess, measure, control and manage projects and their associated risks.

## **PSYCHOLOGICAL APPROACHES TO DECISION-MAKING (ULMS351)**

**Credits: 15 / Semester: semester 1**

All decisions involving uncertainty run the risk of failure. This module examines why people and organizations sometimes make unwise decisions and how to make better decisions.

## **SOCIAL ENTERPRISE (MKIB301)**

**Credits: 15 / Semester: semester 1**

The module introduces students to social enterprise. Through lectures, field visits to practicing social enterprise and working on a practical project students will learn about the scope of the work undertaken by social enterprise including their legal and financial structure, their need for a social mission and the policy environment in which they exist.

## **SUSTAINABLE SUPPLY CHAIN MANAGEMENT (EBUS306)**

**Credits: 15 / Semester: semester 1**

The management of sustainable supply chains is key to the operations of modern organisations. The need to be competitive, reach new markets, source new goods and raw materials have all been key contributors to the development of supply chains as a function. It has become clear that competitive advantage and customer satisfaction can be gained if all organisations in the chain work together to improve service and reduce cost. Modern day supply chain management also has a focus on sustainability, as the supply chain is a key area when improvements can be made. The module provides the student with comprehensive understanding of key principles and techniques of supply chain management including topics such as inventory management, materials and capacity management, supply chain partnerships and IT. There is a growing pressure from society to improve the sustainability of supply chains in order to help reduce the environmental impact of business so sustainability will be a core focus throughout the module.

## **THE FOOTBALL BUSINESS (ULMS370)**

**Credits: 15 / Semester: semester 1**

The aim of this module is to develop and enhance students' critical understanding of the key issues surrounding the contemporary football sector. Students will develop a critical understanding of how economics, finance, marketing and other business and management disciplines can be used to analyse features of the football business sector. Furthermore, various concepts and theories from the aforementioned disciplines will be used to analyse critically decision-making within the sector. Where appropriate alternative outcomes will be considered that might improve efficiency and effectiveness within the sector.

## **CHARITY AND FUNDRAISING MANAGEMENT (ULMS330)**

**Credits: 15 / Semester: semester 1**

The module provides an analysis of the charity sector in the United Kingdom focusing on fundraising skills including bid writing; event organisation, volunteer management; corporate giving; strategic planning; community fundraising; and donor management. Contexts such as personal giving, social media and taxation are also considered. Visiting speakers from the sector relate the theory to their charities. Assessment is through an assignment and also a time constrained exam.

## **CORPORATE COMMUNICATIONS (MKIB372)**

**Credits: 15 / Semester: semester 1**

The Corporate Communications module seeks to raise awareness of the importance of language and communication in business and management contexts. Students will develop a deep understanding of internal and external communications and how integrated communications serve to benefit organisations. Within the module students need to be prepared to develop a number of transferable skills. Importantly, students will need to undertake both independent research and apply communication, marketing and sociolinguistic theory to the business environment. Assessment is via an individual written report and the production of a group presentation.

## **BECOMING A LEADER (ULMS310)**

**Credits: 15 / Semester: semester 1**

The module aims to introduce students to the practical application of leadership theory. Students will employ critical reflection to gain a better understanding of how they can develop and grow as a leader within an organisational context. Themes covered will include; leadership traits, leadership behaviours, leadership styles, contemporary theories of leadership, leader-follower relationship and leadership development.

## **MANAGING KNOWLEDGE FOR INNOVATION (ULMS352)**

**Credits: 15 / Semester: semester 1**

The module introduces students to core theories and current issues and developments concerning knowledge management with the aim of fostering innovation. Students will learn how to analyse and critically evaluate the subject matter and apply it to diverse organisational environments.

## **BUSINESS SIMULATION (ULMS302)**

**Credits: 30 / Semester: semester 1**

This module allows you the opportunity to build on your previous module knowledge and work with a group of people to develop and run a simulated business operation and to respond to a live client brief. This module delivers experiential learning using simulation and live challenge elements, which allow you to take business decisions in the context of an organisation's trading position and to demonstrate your implementation of both strategic and operational plans and their relationship to performance outcomes.

Our vision is to prepare you to be future managers and this module will allow you to enhance your creativity and problem-solving skills, develop your communication and leadership abilities and increase your confidence in your commercial awareness and decision making.

*Programme details and modules listed are illustrative only and subject to change.*

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## **CHOOSING THIS SUBJECT AS A COMBINED DEGREE**

A Joint (50%) Business programme as a combined degree provides a balance of business knowledge with your other chosen subject with your modules split 50/50 between the two.

*Please note you cannot trade up to Major or Single Honours when applying for Business as a joint subject*

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## **HOW YOU'LL LEARN**

Modules are taught using the latest active learning techniques including business simulations, real-world case studies, social media, interactive participation software, lecture capture and real-time financial and business data using our Bloomberg Trading Floor. The principal forms of teaching are lectures and seminars with lectures normally being supported by material such as hand-outs and presentations.

Seminars give the opportunity for detailed discussion of a topic under the direction of a tutor. You are normally expected to prepare work in advance for seminars and may be expected to present work or give presentations from time to time. On some modules, such as quantitative techniques and IT, seminars may take the form of practical sessions using our PC suites.

All our degrees depend on you spending a good part of the week in private or group study in preparation for lectures and seminars. This involves making extensive use of the excellent library and IT facilities, just one minute's walk away from the Management School.

## **HOW YOU'RE ASSESSED**

You will be assessed through a combination of coursework and examinations. The exact weighting will vary from one module to another. As well as individual assignments and exams, you may also be assessed on group reports and presentations.

## **LIVERPOOL HALLMARKS**

We have a distinctive approach to education, the Liverpool Curriculum Framework, which focuses on research-connected teaching, active learning, and authentic assessment to ensure our students graduate as digitally fluent and confident global citizens.

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# Careers and employability

Studying Business Management at the Management School will not only help you understand how a business works overall, but will develop your skills of flexibility, problem-solving ability, commercial awareness and communication, all of which are highly valued by employers.

Studying BA Business Management gives our graduates the flexibility to explore a range of careers. Former students have found successful careers in professions such as:

- Research Analyst;
- Marketing Consultant;
- Brand Buying;
- Supply Chain & Logistics Management;
- Senior Audit Associate.

Recent employers include

- PWC;
- Astra Zeneca;
- Bank of America;
- Cadbury's;
- Ernst and Young;
- Kellogg's;
- DWP;
- Amazon.

You will be encouraged to undertake a Year in Industry as part of the four-year sandwich degree programme.

**4 IN 5 BUSINESS AND MANAGEMENT STUDENTS FIND THEIR MAIN ACTIVITY AFTER GRADUATION MEANINGFUL.**

*Graduate Outcomes, 2018-19.*

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# Fees and funding

Your tuition fee covers almost everything, but you may have additional study costs to consider, such as books, specialist equipment or field trips.

## TUITION FEES

<b>UK fees (applies to Channel Islands, Isle of Man and Republic of Ireland)</b>	
Full-time place, per year	£9,250
Year in industry fee	£1,850
Year abroad fee	£1,385

<b>International fees</b>	
Full-time place, per year	£23,200
Year in industry fee	£1,850

*Fees shown are for the academic year 2024/25. Please note that the Year Abroad fee also applies to the Year in China.*

Tuition fees cover the cost of your teaching and assessment, operating facilities such as libraries, IT equipment, and access to academic and personal support. [Learn more about paying for your studies.](#)

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## ADDITIONAL COSTS

All students have the opportunity to spend a semester studying overseas during their second year, subject to your year one performance. If you elect to study abroad you will need to cover associated travel and living costs. University travel bursaries and subsistence grants are available.

Find out more about the [additional study costs](#) that may apply to this course.

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## **SCHOLARSHIPS AND BURSARIES**

We offer a range of scholarships and bursaries that could help pay your tuition and living expenses.

We've set the country or region your qualifications are from as United Kingdom. [Change it here](#)

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### **RIGBY ENTERPRISE AWARD**

◦ [Home students](#)

[Are you a UK student with a household income of £25,000 or less? If you've participated in an eligible outreach programme, you could be eligible to apply for a Rigby Enterprise Award worth £5,000 per year for three years of your undergraduate degree.](#)

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### **THE LIVERPOOL BURSARY**

◦ [Home students](#)

[If you're a UK student joining an undergraduate degree and have a household income below £35,000, you could be eligible for a Liverpool Bursary worth up to £2,000 for each year of undergraduate study.](#)

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### **ASYLUM SEEKERS SCHOLARSHIP**

◦ [Home students](#)

[Apply for an Asylum Seekers Scholarship and you could have your tuition fees paid in full and receive help with study costs. You'll need to have applied for asylum in the UK, or be the dependant of an asylum seeker, and be joining an eligible undergraduate degree.](#)

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### **CARE LEAVERS' OPPORTUNITY BURSARY**

◦ [Home students](#)

[If you've spent 13 or more weeks in Local Authority care since age 14, you could be eligible for a bursary of £3,000 per year of study. You'll need to be a UK student joining an eligible undergraduate degree and be aged 28 or above on 1 September in the year you start.](#)

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### **COWRIE FOUNDATION SCHOLARSHIP**

◦ [Home students](#)

[Are you a UK student with a Black African or Caribbean heritage and a household income of £25,000 or less? You could be eligible to apply for a Cowrie Foundation Scholarship worth up to £8,000 for each year of undergraduate study.](#)

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### **ESTRANGED STUDENTS BURSARY**

◦ [Home students](#)

[If you're a UK student identified as estranged by Student Finance England \(or the equivalent UK funding body\), you could be eligible for a bursary of £1,000 for each year of](#)



[undergraduate study.](#)

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## **GENESYS LIFE SCIENCES SCHOLARSHIP**

### ◦ [Home students](#)

[Joining a School of Biosciences degree and have a household income of less than £25,000? If you're a UK student, you could apply to receive £4,500 per year for three years of your undergraduate course.](#)

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## **GRADUATE ASSOCIATION HONG KONG & TUNG UNDERGRADUATE SCHOLARSHIPS**

### ◦ [International students](#)

### ◦ [Hong Kong](#)

[If you're an undergraduate student from Hong Kong who can demonstrate academic excellence, you may be eligible to apply for a scholarship worth £10,000 in partnership with the Tung Foundation.](#)

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## **NOLAN SCHOLARSHIPS**

### ◦ [Home students](#)

[Do you live in the Liverpool City Region with a household income of £25,000 or less? Did neither of your parents attend University? You could be eligible to apply for a Nolan Scholarship worth £5,000 per year for three years of undergraduate study.](#)

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## **ROLABOTIC SCHOLARSHIP**

### ◦ [Home students](#)

[Are you a UK student with a household income of £25,000 or less? Did neither of your parents attend University? You could be eligible to apply for a ROLABOTIC Scholarship worth £4,500 for each year of your undergraduate degree.](#)

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## **SPORT LIVERPOOL PERFORMANCE PROGRAMME**

### ◦ [Home and international students](#)

[Apply to receive tailored training support to enhance your sporting performance. Our athlete support package includes a range of benefits, from bespoke strength and conditioning training to physiotherapy sessions and one-to-one nutritional advice.](#)

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## **TECHNETIX BROADHURST ENGINEERING SCHOLARSHIP**

### ◦ [Home students](#)

[Joining a degree in the School of Electrical Engineering, Electronics and Computer Science? If you're a UK student with household income below £25,000, you could be eligible to apply for £5,000 a year for three years of study. Two awards will be available per academic year.](#)

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## **UNDERGRADUATE GLOBAL ADVANCEMENT SCHOLARSHIP**

- [International students](#)

[If you're a high-achieving international student starting an undergraduate degree with us from September 2024, you could be eligible to receive a fee discount of up to £5,000. You'll need to achieve grades equivalent to AAA in A levels and be joining a non-clinical degree.](#)

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## **UNIVERSITY OF LIVERPOOL INTERNATIONAL COLLEGE EXCELLENCE**

### **SCHOLARSHIP**

- [International students](#)

[Completed a Foundation Certificate at University of Liverpool International College \(UoLIC\)? We're offering a £5,000 fee discount off the first year of undergraduate study to some of the highest achieving students joining one of our non-clinical degrees from UoLIC.](#)

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## **UNIVERSITY OF LIVERPOOL INTERNATIONAL COLLEGE FIRST CLASS**

### **SCHOLARSHIP**

- [International students](#)

[We're offering a £1,000 fee discount for years 2 and 3 of undergraduate study to eligible students progressing from University of Liverpool International College. You'll need to be studying a non-clinical subject and get an average of 70% or above in year 1 of your degree.](#)

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## **UNIVERSITY OF LIVERPOOL INTERNATIONAL COLLEGE IMPACT**

### **PROGRESSION SCHOLARSHIPS**

- [International students](#)

[If you're a University of Liverpool International College student awarded a Kaplan Impact Scholarship, we'll also consider you for an Impact Progression Scholarship. If selected, you'll receive a £3,000 fee discount off the first year of your undergraduate degree.](#)

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## **YOUNG ADULT CARER'S (YAC) BURSARY**

- [Home students](#)

[If you're a young adult and a registered carer in the UK, you might be eligible for a £1,000 bursary for each year of study. You'll need to be aged 18-25 on 1 September in the year you start your undergraduate degree.](#)



# Entry requirements

The qualifications and exam results you'll need to apply for this course.

<b>Your qualification</b>	<b>Requirements</b> <a href="#">About our typical entry requirements</a>
A levels	AAB You may automatically qualify for reduced entry requirements through our <a href="#">contextual offers scheme</a> .
GCSE	GCSE Mathematics at grade 5/C and GCSE English at grade 4/C required.
Subject requirements	Some Level 3 qualifications are only acceptable alongside 2 A levels, please <a href="#">contact us</a> for details.
BTEC Level 3 National Extended Diploma	D*D*D in a Business related subject: <ul style="list-style-type: none"><li>• Applied Law</li><li>• Applied Psychology</li><li>• Business</li><li>• Business, Accounting and Finance</li><li>• Computing</li><li>• Creative Digital Media Production</li><li>• Engineering</li><li>• Enterprise and Entrepreneurship</li><li>• Health and Social Care</li><li>• Hospitality</li><li>• Information Communications Technology</li><li>• Information Technology</li><li>• Media</li><li>• Public Services</li><li>• Strategic Management and Leadership</li><li>• Travel and Tourism</li></ul>
International Baccalaureate	35 points with no score less than 4 – International Baccalaureate Mathematical Studies is not accepted for any Management School programme in lieu of GCSE

<b>Your qualification</b>	<b>Requirements</b> <a href="#">About our typical entry requirements</a>
	Mathematics, or Higher Level Mathematics where this is a requirement
Irish Leaving Certificate	H1,H1,H2,H2,H2,H3
Scottish Higher/Advanced Higher	Scottish Advanced Highers at AAB
Welsh Baccalaureate Advanced	Only acceptable alongside 2 A levels: WB grade A with A levels AB or WB grade B with A levels AA
Access	Accepted in a relevant Business/Humanities/Social Science subject, 45 L3 Credits at Distinction
International qualifications	Many countries have a different education system to that of the UK, meaning your qualifications may not meet our entry requirements. Completing your Foundation Certificate, such as that offered by the <a href="#">University of Liverpool International College</a> , means you're guaranteed a place on your chosen course.

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## ALTERNATIVE ENTRY REQUIREMENTS

- If your qualification isn't listed here, or you're taking a combination of qualifications, [contact us](#) for advice
- Aged 20+ and without formal qualifications? The one-year [Go Higher](#)

[diploma](#) qualifies you to apply for University of Liverpool arts, humanities and social sciences programmes

- [Applications from mature students](#) are welcome.
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