Module Descriptor

Title	Fundamentals Of Senior Management		
Session	2026/27	**Status**	
Code	BUSN11141	**SCQF Level**	11
Credit Points	40	**ECTS (European Credit Transfer Scheme)**	20
School	**Business and Creative Industries**		
Module Co-ordinator	Melissa Kerr		

Summary of Module

Managers operate within increasingly complex and changing organisational and contextual circumstances, whether in the market, public or 'third' sectors and irrespective of the size of their organisations or the types of goods or services these enterprises produce for their customers or clients. This foundation module provides learners with an understanding of the management functions and the principal internal and external environmental contexts of contemporary organisations, including the managerial and business context, within which businesses operate. More organisations are now more open to criticism and may face legal challenges for their activities.

This module also introduces learners to a number of business structures, cultures and the political, social, economic, technological, legal and ethical considerations affecting business.

The module explores the question 'What is a business?' It investigates business functions including human resource management, accounting and finance, operations and marketing and considers the linkages between them and the challenges experienced in managing across functional boundaries.

This module also considers organisational performance. Students are introduced to evaluating organisational performance and the external and internal measures that might be used. Students will analyse and evaluate organisations (at different levels) so that they can become more competitive. The module will consider the link between performance and organisational direction, goals and objectives.

- This module seeks to provide an integrated and critical understanding of businesses and their core business functions including internal and external factors which impact on them. The module provides students with an understanding of organisational theory, management functions and leadership theory.

- This module enables learners to analyse how the business functions operate in a real-life context by utilising business case studies and online activities accessed through the UWS online VLEs which bring together all the various functional elements to emulate 'real world' issues that need to be addressed. Specific scenarios will be created to simulate issues that impact on the on the overall success of the business.

- This module considers organisational performance. Students are introduced to evaluating organisational performance and the external and internal measures that might be

used.Students will reflect on how organisational objectives are met, the role of systems for managing performance, the tools for managing performance.

• The module provides a holistic view of managing performance (economy, efficiency, effectiveness, equity and efficacy) is taken. It is important for all organisations to perform well and make the best use of their resources and as a result managers are not only judged on the profit they make but how that profit has been made. Areas included in terms of performance - Organisational Performance Management, Performance Measurement, Performance Indicators, Quality and Risk, Operational Efficiency, Financial Health, Customer Relations, Employee Engagement, Corporate Social Responsibility, Sustainability, Innovation and Enterprise

Module Delivery Method	**On-Campus[1]** ☒	**Hybrid[2]** ☒	**Online[3]** ☒	**Work -Based Learning[4]** ☐
Campuses for Module Delivery	☐ Ayr ☐ Dumfries	☒ Lanarkshire ☒ London ☒ Paisley	☒ Online / Distance Learning ☒ Other (specify)	

Terms for Module Delivery	Term 1	☒	Term 2	☒	Term 3	☒
Long-thin Delivery over more than one Term	Term 1 – Term 2	☐	Term 2 – Term 3	☐	Term 3 – Term 1	☐

Learning Outcomes	
L1	Demonstrate a critical understanding of the key tools for analysis of the internal and external environmental context within which businesses operate in order to exhibit knowledge and analyse the impact of changing and challenging environments on businesses and business functions in different sectors
L2	Critically evaluate business functions and their contribution to organisational success across a range of business settings
L3	Synthesise the complexity and ambiguity of other factors which impinge on businesses and business functions including structure, culture, stakeholders and ethics
L4	Critically evaluate the various factors that impact upon the health of an organisation, using accepted forms of internal and external measurement

[1] Where contact hours are synchronous/ live and take place fully on campus. Campus-based learning is focused on providing an interactive learning experience supported by a range of digitally-enabled asynchronous learning opportunities including learning materials, resources, and opportunities provided via the virtual learning environment. On-campus contact hours will be clearly articulated to students.

[2] The module includes a combination of synchronous/ live on-campus and online learning events. These will be supported by a range of digitally-enabled asynchronous learning opportunities including learning materials, resources, and opportunities provided via the virtual learning environment. On-campus and online contact hours will be clearly articulated to students.

[3] Where all learning is solely delivered by web-based or internet-based technologies and the participants can engage in all learning activities through these means. All required contact hours will be clearly articulated to students.

[4] Learning activities where the main location for the learning experience is in the workplace. All required contact hours, whether online or on campus, will be clearly articulated to students

L5	Critically analyse the extent to which the health of an organisation may affect its ability to operate in a successful manner, in terms of objectively acknowledged criteria

Employability Skills and Personal Development Planning (PDP) Skills	
SCQF Headings	**During completion of this module, there will be an opportunity to achieve core skills in:**
Knowledge and Understanding (K and U)	**SCQF 11**
Practice: Applied Knowledge and Understanding	**SCQF 11**
Generic Cognitive skills	**SCQF 11**
Communication, ICT and Numeracy Skills	**SCQF 11**
Autonomy, Accountability and Working with Others	**SCQF 11**

Prerequisites	**Module Code**	**Module Title**
	Other	
Co-requisites	**Module Code**	**Module Title**

Learning and Teaching	
In line with current learning and teaching principles, a 20-credit module includes 200 learning hours, normally including a minimum of 36 contact hours and maximum of 48 contact hours.	
Learning Activities During completion of this module, the learning activities undertaken to achieve the module learning outcomes are stated below:	**Student Learning Hours** (Note: Learning hours include both contact hours and hours spent on other learning activities)
Lecture / Core Content Delivery	40
Tutorial / Synchronous Support Activity	32
Asynchronous Class Activity	64
Independent Study	264
Please select	
Please select	
TOTAL	400

Indicative Resources
The following materials form essential underpinning for the module content and ultimately for the learning outcomes: Nickels, W. G., McHugh, S. and McHugh, J. (2022) Understanding Business, 13th Ed. New York: McGraw Hill Needle, D. and Burns, J. (2023) Business in Context, 8th Ed; Andover, Hampshire: Cengage Learning EMEA Thompson, J. L., Martin, F. and Scott, J. (2022) Strategic Management: Awareness and Change, 10th Ed; Andover, Hampshire: Cengage Learning EMEA Students will have access to UWS library facilities so that core texts will be supplemented by case studies, academic journal articles and bespoke on-line resources
(N.B. Although reading lists should include current publications, students are advised (particularly for material marked with an asterisk*) to wait until the start of session for confirmation of the most up-to-date material)

Attendance and Engagement Requirements
In line with the Student Attendance and Engagement Procedure, Students are academically engaged if they are regularly attending and participating in timetabled on-campus and online teaching sessions, asynchronous online learning activities, course-related learning resources, and complete assessments and submit these on time. **For the purposes of this module, academic engagement equates to the following:**

Equality and Diversity
The University's Equality, Diversity and Human Rights Procedure can be accessed at the following link: UWS Equality, Diversity and Human Rights Code.
(N.B. Every effort will be made by the University to accommodate any equality and diversity issues brought to the attention of the School)

Supplemental Information

Divisional Programme Board	**Management, Organisations People**
Overall Assessment Results	☐ **Graded**
Module Eligible for Compensation	☐ **No** **If this module is eligible for compensation, there may be cases where compensation is not permitted due to programme accreditation requirements. Please check the associated programme specification for details.**
School Assessment Board	MOP
Moderator	Kwasi Danqauh

External Examiner	Claire Manning
Accreditation Details	
Module Appears in CPD catalogue	☐ **Yes** ☐ **No**
Changes / Version Number	

Assessment (also refer to Assessment Outcomes Grids below)
Assessment 1
Portfolio **70%**
Assessment 2
Essay **30%**
Assessment 3
(N.B. (i) Assessment Outcomes Grids for the module (one for each component) can be found below which clearly demonstrate how the learning outcomes of the module will be assessed. (ii) An indicative schedule listing approximate times within the academic calendar when assessment is likely to feature will be provided within the Student Module Handbook.)

Component 1							
Assessment Type	**LO1**	**LO2**	**LO3**	**LO4**	**LO5**	**Weighting of Assessment Element (%)**	**Timetabled Contact Hours**
	☒	☒	☒	☒	☒	70	30

Component 2							
Assessment Type	**LO1**	**LO2**	**LO3**	**LO4**	**LO5**	**Weighting of Assessment Element (%)**	**Timetabled Contact Hours**
	☐	☐	☐	☐	☒	30	10

Component 3							
Assessment Type	**LO1**	**LO2**	**LO3**	**LO4**	**LO5**	**Weighting of Assessment Element (%)**	**Timetabled Contact Hours**
	☐	☐	☐	☐	☐		
Combined total for all components						100%	40 hours

Change Control

What	**When**	**Who**
