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**London
South Bank
University**

Module Guide

MANAGEMENT OF THE FIRM
EBB_6_030_1920

School of the Built Environment and Architecture

London South Bank University

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Coursework Brief

1. MODULE DETAILS

Module Title:	Management of the Firm
Module Level:	6
Module Reference Number:	EBB_6_030
Credit Value:	20 credits
Student Study Hours:	140 self managed
Contact Hours:	39 hrs (1 semester)
Private Study Hours:	Included in student study hours
Pre-requisite Learning (If applicable):	None
Co-requisite Units (If applicable):	None
Course(s):	BSc (Hons) Commercial Management BSc (Hons) Property Management BSc (Hons) Surveying
Year and Semester:	3/1
Module Coordinator:	Lynne Michael
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Teaching Team & Contact Details (If applicable):	
Subject Area:	Property Surveying and Construction
Summary of Assessment Method:	Coursework

2. SHORT DESCRIPTION

This module develops an understanding of the principles and techniques involved in the establishment, management and marketing of professional service organisations. It assumes little previous knowledge of management, accounting and business development.

3. AIMS OF THE MODULE

To provide a critical understanding of the principles and techniques involved in the development and management of commercial business.

To develop an understanding of the process of establishing a business.

To understand the importance of establishing a realistic business plan and its relevant components.

To provide an understanding of the key terms and theories of organisation structure.

4. [LEARNING OUTCOMES](#)

4.1 Knowledge and Understanding

- (i) Understand how the evolution of modern management theory and practice has taken place.
- (ii) Understand the principles and techniques of strategic management.
- (iii) Understand the processes and stages of business development.
- (iv) Understand the principles and practices involved in marketing professional services.

4.2 Intellectual Skills

- (i) Acquire the ability to recognize and respond to a number of different management styles.
- (ii) Develop an understanding of the way in which the distribution and use of power within an organisation affects the effectiveness and style of that organisation.

4.3 Practical Skills

- (i) Financial analysis
- (ii) Strategic analysis
- (iii) Market analysis

4.4 Transferable Skills

- (i) Observation and understanding of human behaviour.
- (ii) Presentation skills in relation to business plans.
- (iii) Independent learning.
- (iv) Managing tasks and solving problems.

5. [ASSESSMENT OF THE MODULE](#)

This module will be assessed by:

The production of a fully developed written business plan, using the standard structure for a business plan, for a new venture in the property or construction industry (100%).

This must be submitted in an appropriate format using Moodle.

Appropriate format for your business plan submission:

You will need to write your report using Word. Any separate financial spreadsheets in Excel as well as supporting data you have in appendices must all be scanned as one document then entered into Moodle under both Turnitin and Written business Plan submission options.

Any files prepared on a Mac, using for example Pages, are not useable and the system will not record any submission.

Feedback will normally be given to students 15 working days after the submission of an assignment.

6. [INTRODUCTION TO STUDYING THE MODULE](#)

6.1 Overview of the Main Content

Forms of business organisation and organisation structure: sole traders, partnerships, limited companies, functional, divisional and matrix structures.

The management process: organisation culture, group working, leadership, motivation.

Marketing: strategy, strategic marketing plan, annual marketing plan, marketing tactics, the selling process, segmentation, targeting, marketing mix, business planning.

New business success: the dynamics of a new business, new business mistakes, new business strategies, long term viability.

Small business success: stages of growth, why small businesses fail, small business success strategies.

Organisational development: principles and processes, tactical, strategic and evolutionary planning, rapid change.

Profitability: myths, profit holes, uses of profit, profit formulae and ratios

Practice management: managing relationships, business structure, business issues.

6.2 Overview of Types of Classes

The unit will consist of a core programme of lectures which will be supported by workshops and seminars requiring activities undertaken by students through discussion groups and simulations.

6.3 Importance of Student Self-Managed Learning Time

In order to successfully complete the coursework for this unit it will be essential for students to carry out research and additional study outside allocated lecture periods.

6.4 Employability

An appreciation of business planning will be a necessity for developing a career in surveying.

7. THE PROGRAMME OF TEACHING, LEARNING AND ASSESSMENT

7.1 Lecture Programme

It is to be noted that lecture topics may not always be presented in strict order as below if unforeseen circumstances arise.

Week	Topic
1.	Introduction to module. Entrepreneurship & role of small business.
2.	Business plans , Market Analysis
3.	Business structures Business Structures – forms of legal identity – limited liability, risk, advantages & disadvantages including tax implications e.g. interest on debt, depreciation, lease versus ownership.
4.	Market analysis Process of company formation. Accounting – double entry principle. Prepare cashflow, Profit & Loss Account, Balance Sheet. (recognise the difference between manufacturing and service industry accounts
5.	Corporate strategy & Corporate governance. More on accounting with practical workshop. Ratios & Analysis.
6.	Mergers & acquisitions Raising Capital, Corporate strategy & governance & relationship with Mergers & Acquisitions
7.	Financial statements : What can happen if it all goes wrong – Solvency, Insolvency, Bankruptcy, Receivership
8.	Financial statements – in more detail Principles in Employment Law, employment contract, discrimination, redundancy, disciplinary procedure, complaints, dismissal.
9.	Financial statements – Ratio analysis Overview of previous 8 weeks.
10.	Review
11.	Workshop

8. LEARNING RESOURCES

The reading for this module is available from Reading Lists Online at <https://lsbu.rl.talis.com/index.html>

www.lsbu.ac.uk/hpi this site has useful podcasts, lecture notes etc on business plans and management. On the home page, click e-resource centre, then click skills. The rest of the site is excellent and is expanding regularly although the skills section is where the useful videos and info on various skills resides for undergraduate students.

http://www.bbc.co.uk/bbctwo/programmes/?id=dragons_den

LIBRARY AND LEARNING RESOURCES

Finding and referencing research material

Students are encouraged to make use of the academic resources to support their research. There is a list of resources, including Technical Indexes, British Standards Online, Business Source Complete and Science Direct on the Library subject support page for your subject area on MyLSBU.

Find your subject guide here <https://libguides.lsbu.ac.uk/subjects/home>

They can be accessed 24/7 from any location with your LSBU password and user name.

Support for students:

- Please use this address for all subject related library enquiries:
askalibrarian@lsbu.ac.uk
- Online Booking appointments:
Students can book appointments lasting up to 30 minutes with an Information Skills Librarian.
These will be available between:
Monday-Wednesday 9-12pm
Thursday 2-5pm
Friday 9-12pm

If you need help quickly, visit our drop-in Research Help Desk located on Level 3 Bridge in the Perry Library (open Monday-Friday 12:00-16:00 term time).

Students IT support

The main student IT support desk is in the Perry Library on Level 1 East

For online IT support including passwords please go to

<https://libguides.lsbu.ac.uk/studentitsupport>

For direct help please contact llr-ithelpdesk@lsbu.ac.uk

LONDON SOUTH BANK UNIVERSITY
SCHOOL OF THE BUILD ENVIRONMENT AND ARCHITECTURE
BSc BUILDING SURVEYING PROGRAMME

MODULE EBB_6_030: MANAGEMENT OF THE FIRM
COURSEWORK: PREPARATION OF A BUSINESS PLAN

Introduction

You are required to prepare a business plan for a new business of your choice related to the property or construction industries. The purpose of the plan is to establish the credibility of your proposal and to persuade the bank to provide necessary finance and banking facilities.

Tasks include:

- i. Establish the business concept.
- ii. Carry out market research to identify the real potential of your business and how it will be structured and marketed in order to be successful.
- iii. Develop a fully costed general marketing strategy for the business.
- iv. Identify and estimate the setting up costs and on-going cost for the business. Clearly stating assumptions about the growth of the business produce a one year monthly cash flow statement and a three year annual profit and loss forecast.

The business plan is to be compiled in a written report designed to convince a financier of the feasibility of the business and to secure the necessary finance to start trading.

Assessment:

The written business plan makes up 100% of the final marks

Written business plan

Your submission should follow the standard format of a business plan and should be as realistic as possible. The plan should be approximately 3000 words in length. A single page executive summary is required.

Submit an electronic copy by Week 12, Friday 13 December, 3pm and a hard copy to the 3rd floor Tower block T313.

Marking Criteria**Structure:**

Clear Introduction of the business plan and its purpose (executive summary).

Clarity in stating funds required.

Realistic business objectives

Scope - general organization and logic in the organisation of the information.

Clarity in stating key facts and arguments in SWOT.

20

Content:

Evidence of viable research of the market

The quality and synthesis of the market research applied to test new business concept feasibility, & marketing strategy.

The quality, technical correctness and evaluation of forecast financial documents.

Realistic and accurate cost inclusion of forecast 12 month cash flow statement.

Realistic 3 year forecast profit and loss accounts.

The quality of the arguments made leading to the formulation of business legal entity chosen.

70

Presentation:

General Presentation in logical order and style of grammar.

Use of executive summary, page numbers, contents page.

Use of colour, charts, graphics or other media to clearly

Neatly presented and submitted to Faculty Office

10

Total Marks

100