

**University of  
Hertfordshire UH**

Hertfordshire  
Business School

# **Module Catalogue 2023/24**

**A DIRECTORY OF UNDERGRADUATE MODULES FOR  
EXCHANGE AND STUDY ABROAD STUDENTS**

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# ACCOUNTING

Module code	Module title	Semester	Credits	Prerequisite / additional information
4BUS1096	Accounting for Managers	A	15	4BUS1096 and 4BUS1148 are mutually exclusive
4BUS1098	Accounting Principles	AB	30	Students need to be present from week 1 as there is an assessment at the end of that week.
4BUS1126	Information Technology for Accountants	B	15	Only suitable for accounting majors
4BUS1148	Accounting Aspects of Business	B	15	4BUS1148 and 4BUS1096 are mutually exclusive
4BUS2002	Business Operations and Leadership	AB	30	This is a law and economics module for accounting students.
4BUS2003	Essential Skills for Accountants	A	15	This is a skills module.
4BUS2004	The Professional Accountant	B	15	This is a skills module.
5BUS1038	Management Accounting for Business Decisions	B	15	Basic management accounting at L4 required.
5BUS1149	Business Finance	A	15	5BUS1149 and 5BUS1158 are mutually exclusive
5BUS1152	Professionalism for DE students	A	15	Only for Direct Entry students.
5BUS1157	Corporate Finance	AB	30	This module is PSRB focussed and has therefore an exam.
5BUS1158	Financial Management	B	15	5BUS1158 and 5BUS1149 are mutually exclusive
5BUS1163	Analysing Financial Statements	A	15	Basic financial accounting at L4 required.
5BUS1192	Professional Development	A	15	This is an employability module.
5BUS2005	Management Accounting	AB	30	Needs substantial L4 accounting knowledge and has an exam as it is PSRB focussed.
5BUS2004	Financial Reporting	AB	30	Needs substantial L4 accounting knowledge and has an exam as it is PSRB focussed.
6BUS1007	Dissertation Accounting	AB	30	Not suitable for any student without 240 credits in accounting.
6BUS1040	Islamic Banking	B	15	Some accounting knowledge recommended.
6BUS1060	Strategic Cost Management	B	15	Extensive MA knowledge required
6BUS1184	Advanced Management Accounting	A	15	Extensive MA knowledge required
6BUS1185	Advanced Financial Reporting	A	15	Extensive FR knowledge required, incl. group accounts. 100% exam-based assessment based on PSRB requirements.
6BUS1193	Corporate Financial Strategy	A	15	L5 financial management/corporate finance required.
6BUS1194	Financial Aspects of International Business	B	15	Previous study of finance
6BUS1196	Advanced Financial Decisions	B	15	L5 30 credits of corporate finance or equivalent required. 100% exam-based assessment based on PSRB requirements.
6BUS1202	Taxation	A	15	Based on UK tax laws and legal system, so probably irrelevant to most students.
6BUS1209	Emerging Issues in Accounting & Finance	B	15	Extensive prior knowledge of accounting

6BUS1227	Governance & Auditing	AB	30	Accounting majors only. Based on UK legislation, so probably irrelevant to most students.
6BUS2048	Financial Crime	A	15	Some accounting knowledge recommended.



Module code	Module title	Semester	Credits	Prerequisite / additional information
4BUS1096	Accounting for Managers	A	15	4BUS1096 and 4BUS1148 are mutually exclusive

## 4BUS1096 Accounting for Managers

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Apply the basic accounting functions within the context of a modern business environment; 2. Prepare a simple set of financial statements for an organisation; 3. Interpret financial accounting information; 4. Prepare and interpret management accounting information to assist in planning, decision-making and control; Successful students will typically: 5. Communicate financial information in appropriate formats for the users; 6. Present work clearly and concisely.

Module Content: The module provides an introduction to accounting from the manager's viewpoint. Areas covered include the collection and reporting of accounting information to both internal and external users, as well as the use and interpretation of publicly available accounting information. The role of accounting in supporting the management functions of planning, control and decision-making is also covered. Indicative topics include: - preparation and presentation of a simple income statement and balance sheet, including the need for adjustments such as depreciation, accruals, prepayments and bad debts; - the difference between profit and cash; - interpretation of an income statement and a balance sheet using ratio analysis; - costing: cost behaviour; marginal costing - methods and uses; absorption costing - methods and uses; - budgeting: nature and purpose of budgeting; its contribution to planning, control and motivation in an organisation; preparation of simple budgets.

Pre and Co requisites: Prohibited: Accounting for Business 4BUS1043 Financial Analysis Techniques 4BUS1097 Accounting Techniques 4BUS1099 Accounting Principles 4BUS1098

Assessment:

Exam	Coursework	Practical
%	100%	%

Module Name: Accounting Principles

Module Code: 4BUS1098

Semester: AB

Module code	Module title	Semester	Credits	Prerequisite / additional information
4BUS1098	Accounting Principles	AB	30	Students need to be present from week 1 as there is an assessment at the end of that week.

## 4BUS1098 Accounting Principles

Semester: AB

Credits: 30

Intended Learning Outcomes: Successful students will typically: 1. Record basic accounting transactions; 2. Produce financial statements for organisations; 3. Compare sources of finance for businesses; 4. Prepare budget information to support planning and control; 5. Apply management accounting techniques appropriate to specific costing situations and decision frameworks Successful students will typically: 6. Apply investment appraisal techniques; 7. Communicate financial information in appropriate format; 8. Present work clearly and concisely, suitable for the users.

Module Content: To gain an introduction to financial accounting, management accounting and finance, suitable for those who intend to specialise in these areas subsequently. Students will gain an introduction to: Financial Accounting: and will be able to prepare financial statements and know how accounting transactions are processed within the books of account Management Accounting: and will be able to use accounting information in decision making scenarios Pre and Co requisites: none

Assessment:

Exam	Coursework	Practical
50%	50%	%

Module code	Module title	Semester	Credits	Prerequisite / additional information
4BUS1126	Information Technology for Accountants	B	15	Only suitable for accounting majors

## 4BUS1126 Information Technology for Accountants

Semester: B

Credits: 15

Intended Learning Outcomes: 1. explain the nature of accounting systems that are used to record financial transactions and create financial statements 2. use basic functionality of a spreadsheet package and apply the concepts and principles of good spreadsheet design 3. identify and evaluate the choice of IT solutions available to solve business problems and appreciate their limitations. 4. create master records and associated set ups.5. post financial transactions and journal adjustments, produce a trial balance and present financial statements.6. develop business modelling skills using spreadsheet software in accordance with best design principles.7. apply analytical, numeric and problem solving skills in an accounting IT context and produce information to support management decision-making.8. organise and present data in a clear and professional manner;

Module Content: This module introduces students to accounting software and spreadsheets used in organisational environments. Students will learn how to use an accounting software package and will also develop their spreadsheet skills and modelling abilities using best practice methodologies and techniques. The module will typically include;

- Purpose and features of accounting software
- Creation and maintenance of maintenance of master data in an accounting system
- Posting of financial documents into an accounting system
- Preparation and posting of journal adjustments
- Production of a trial balance and financial statements
- Analysis and interpretation of financial results
- Purpose and features of spreadsheet software
- Basic functionality of a spreadsheet software package
- Forecasting and business decision modelling using spreadsheets

Pre and Co requisites: none

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite / additional information
4BUS1148	Accounting Aspects of Business	B	15	4BUS1148 and 4BUS1096 are mutually exclusive

## 4BUS1148 Accounting Aspects of Business

Semester: B

Credits: 15

Intended Learning Outcomes: 1. Apply the basic accounting functions within the context of the modern business environment

2. Prepare and interpret management accounting information to assist in planning, decision- making and control
3. Interpret accounting information
4. Communicate financial information in appropriate formats for the users
5. Analyse and present numerical data in an informative, cohesive and clear manner

Module Content: This module will introduce students to the tools and techniques necessary to uncover information in data sets in order to be able to make suitable decisions based on this information.

Pre and Co requisites: Prohibited:

4Bus1098 Accounting Principles, 4BUS1043 Accounting for Business, 4Bus1097 Financial Analysis Techniques, 4Bus1136 Accounting for International Business

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite / additional information
4BUS2002	Business Operations and Leadership	AB	30	This is a law and economics module for accounting students.

## 4BUS2002 Business Operations and Leadership

Semester: AB

Credits: 30

Intended Learning Outcomes: 1. Explain the purpose of a business; 2. Examine the role the accountant plays in the business; 3. Demonstrate an understanding of the legal, regulatory, ethical environment in which the business operates and the accountant's role within that; 4. Identify the key market factors and risks that impact upon the business environment; 5. Present work effectively and professionally both orally and in writing; 6. Demonstrate an ability to work effectively in a team

Module Content: This module provides accounting students with an introduction to business and explores the role of the accountant in business. The module highlights both operational and leadership activities undertaken by accountants. The module will look at the function of a business from different perspectives, including looking at the role of key stakeholders, the role of employment and social services. Types of business structures will be reviewed. Within this the role of the accountant in organisations and society will be reviewed. Students will start to examine the types of career paths available in accounting fields. Students will understand the basics of the legal system, contract law and tort of negligence as well as the interaction between the law and business issues and ethics. They will be able to apply legal and ethical issues to business problems. Students will also understand the basic economics that impact on business decision making, such as supply and demand analysis, consumer behaviour, industry analysis and industrial structure, among others.

Pre and Co requisites: None

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite / additional information
4BUS2003	Essential Skills for Accountants	A	15	This is a skills module.

## 4BUS2003 Essential Skills for Accountants

Semester: A

Credits: 15

Intended Learning Outcomes: 1. Be able to communicate effectively with an awareness of a range of formats, structure and styles of professional communication; 2. Recognise their own areas of strengths and weaknesses. Demonstrating self-management and reflective skills required for continuing personal and professional development. 3. Understanding how to present & prepare work that has been researched competently to relevant academic literature both within the university virtual learning environment and within the broader arena 1. Present written work effectively using a range of relevant formats, structures and styles; 2. Understand how to / importance of Reference their work using the Harvard system; 3. Identify and develop a set of skills and strategies to aid future research and study; 4. Recognise and apply differing methods of planning and achieving knowledge development;

Module Content: The module provides students with a series of academic skills and study strategies underpinning subsequent studies and successful graduation. The module is composed of several themes which will include communication, thinking and methods of enquiry, and the nature of knowledge. Successful completion will allow students to effectively match problem-solving techniques to a range of differing scenarios. In doing so, students will be expected to reflect on their practice and recognise aspects for self-development and improvement.

Pre and Co requisites: None

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite / additional information
4BUS2004	The Professional Accountant	B	15	This is a skills module.

## 4BUS2004 The Professional Accountant

Semester: B

Credits: 15

Intended Learning Outcomes: 1. Examine the key principles of accounting and finance and the expectations placed on professionals seeking a successful career in accounting, finance or audit; 2. Prepare work that has been researched competently to relevant academic literature both within the university virtual learning environment and within the broader arena; 3. Review financial information and report on reasons for changes in this information; 4. Demonstrate the ability to operate effectively within a team / group environment; 5. Present work effectively both orally and in writing; 6. Reference their work using the Harvard system; 7 Analyse and present numerical data in an informative, cohesive and clear manner.

Module Content: The module provides students with a series of academic skills and study strategies underpinning subsequent studies and successful graduation. Successful completion will allow students to effectively match problem-solving techniques to a range of differing scenarios. In doing so, students will be expected to operate in teams, reflect on their practice and recognise aspects for self-development and improvement.

Pre and Co requisites: Pre-requisite: This module is only appropriate for students on Accounting, A&F, Business and Accounting

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite / additional information
5BUS1038	Management Accounting for Business Decisions	B	15	Basic management accounting at L4 required.

## 5BUS1038 Management Accounting for Business Decisions

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Analyse primary management accounting reports by which an organisation's performance is measured and reported; 2. Explain the key financial drivers within an organisation; 3. Recognise the internal financial systems and procedures that control an organisation's activities; 4. Discuss the purpose and nature of costing systems; Successful students will typically: 5. Forecast the cost of the output of an organisation and advise management; 6. Calculate the likely outcome of alternative investment options; 7. Summarise information to management on past activities and interpret explanations for variances; 8. Advise management of appropriate actions based on the information produced in an appropriate format.

Module Content: The module is aimed at prospective managers to enable them to understand the benefits and potential pitfalls of using management accounting information when making managerial decisions. Indicative areas covered are: - Description and analysis of management accounting and reporting. - Traditional and modern methods of costing including the treatment of overheads, and the role of such information in driving pricing, mix and investment decisions. - The role, design and implementation of budgetary planning and control systems. - Variance analysis. - Alternative methods of investment appraisal and an assessment of the merits and problems of each. - How to interpret the information generated in order to provide decision-making advice to management. The module is delivered by a series of lectures and supporting tutorial sessions. Notes and practice questions will be made available to students via StudyNet. Most weeks the lecture will introduce a new topic which students should study further using the indicative reading and by the preparation of 'tasks' before the supporting tutorial. These tasks may require research, or numerical question practice. Formative feedback will be provided to students in the tutorial sessions. Students are expected to participate fully in the module.

Pre and Co requisites: Co-requisite: 4BUS1030/1043 Accounting for Business OR Level 4

Principles of Accounting & Finance or Level 4 Principles of Accounting Prohibited: 5BUS1001

Cost & Activity Management, 5BUS1093 Cost & Performance Management, Level 5 Management Accounting

Assessment:

Exam	Coursework	Practical
80%	20%	%



Module code	Module title	Semester	Credits	Prerequisite / additional information
5BUS1149	Business Finance	A	15	5BUS1149 and 5BUS1158 are mutually exclusive

## 5BUS1149 Business Finance

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Identify the sources of finance to a company and the reward of the providers of that finance; 2. Discuss the sources and evaluation of risk; 3. Analyse the role of mergers and acquisitions in achieving the objectives of a company; Successful students will typically: 4. Identify and apply appropriate techniques for choosing between alternative sources of funding; 5. Identify and apply appropriate methods for making long and short-term asset allocation decisions; 6. Apply different methods of incorporating risk into financial decision-making models; 7. Examine business finance issues by means of group work.

Module Content: The module introduces students to the main theory and practice of the financing of companies, the allocation and management of financial resources within a company and the rewarding of the providers of a company's financing. Specific topics covered include: the financial environment; sources of business finance; capital budgeting; cost of capital and capital structure; dividend policy; investment risk, portfolio theory and the capital asset pricing model; valuation of assets, shares and companies; mergers and acquisitions. The basic structure of the module will be a one-hour weekly lecture and a one-hour weekly seminar. The lecture will be used to introduce a new topic, with the student preparing work for the following week's seminar. The focus of the module is on the main business finance decisions which must be taken by management in order to maximise shareholder value. Relevant financial analysis techniques are covered, but the main emphasis is on evaluation of the underlying theory against actual practice.

Pre and Co requisites: Pre-requisites: 4BUS1103 Principles of Finance OR 4BUS1054 Principles of Accounting and Finance OR 4BUS1043 Accounting for Business Prohibited combinations: 5BUS1094 Principles of Corporate Finance; 5BUS1157 Corporate Finance, 5BUS1158 Financial Management

Assessment:

Exam	Coursework	Practical
60%	40%	%

Module code	Module title	Semester	Credits	Prerequisite / additional information
5BUS1152	Professionalism for DE Students	A	15	Only for Direct Entry students.

## 5BUS1152 Professionalism in Accounting for Direct Entry Students

Semester: A

Credits: 15

Intended Learning Outcomes: 1. Examine the expectations placed on professionals in the field of accounting, finance and audit; 2. Recognise their own areas of strengths and weaknesses within their own skills portfolio; 3. Present their views and opinions in a clear and academically supportable manner; 4. Prepare work that has been researched competently using relevant academic literature both from within the university virtual learning environment and from the broader arena. 1. Present work effectively both orally and in writing; 2. Demonstrate the ability to operate effectively within a team / group environment; 3. Reference their work using the Harvard system; 4. Identify and develop a set of skills and strategies to aid further research and study; 5. Recognise and apply differing methods of planning and achieving knowledge development.

Module Content: The module provides students with a series of academic skills and study strategies which will underpin their subsequent studies. The module is composed of several themes which will include communication, thinking and methods of enquiry, IT-literacy, numeracy and the nature of knowledge. These will allow students to effectively match problem-solving techniques to a range of differing scenarios. In doing so, students will be expected to operate in teams, reflect on their practice and recognise aspects for self-development and improvement.

The module selects a series of issues that are pertinent to accounting and finance in practice including

- accounting and finance and relevant ethical frameworks
- usefulness of accounting and the concept of profit
- analysis of Financial Statements

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite / additional information
5BUS1157	Corporate Finance	AB	30	This module is PSRB focussed and has therefore an exam.

## 5BUS1157 Corporate Finance

Semester: AB

Credits: 30

Intended Learning Outcomes: Successful students will typically: 1. Describe and explain the corporate finance environment including: the financial & money markets; sources of finance available and instruments used; risk and return and the relative costs of capital; 2. Describe and explain shareholder wealth maximisation, rewarding investors and dividend policy; 3. Demonstrate treasury and working capital management techniques and policies; 4. Discuss mergers and acquisitions and produce company valuations; 5. Evaluate the consequences of long term financing options; 6. Analyse capital expenditure proposals, making supported, appropriate recommendations; Successful students will typically: 7. Evaluate and apply the relevant cost of capital; 8. Apply valuation models and estimate the value of companies and other financial instruments; 9. Appraise the working capital position of a company and identify risks to its future cashflow; 10. Apply investment appraisal techniques to decisions, incorporating risk & uncertainty and capital rationing.

Module Content: This module covers the theory and application of corporate finance. To do so it will consider topics such as: The context and objectives of the corporation; The role of the financial markets and the theory of market efficiency; The nature and role of financial instruments; Investment appraisal techniques; Risk and return, rewarding investors and the cost of capital; Dividend policy and the distribution decision; Valuation of companies and financial instruments; Mergers and acquisitions; Treasury management and the risk to cashflow; Managing working capital; In delivering this module, key themes will be introduced via lectures. Practical application will be considered in seminars. Students will be asked to review real financial markets, products, data and decisions. Theoretical views will be introduced and student asked to review key articles, that support theories. Case studies will also be used to demonstrate theory in practice as will views from the financial press. Students will be encouraged to consider context to enhance their learning and develop awareness and evaluative skills.

Pre and Co requisites: Co-requisites: 4BUS1098 Accounting Principles; 4BUS1103 Principles of Finance  
Prohibited: 5BUS1158 Financial Management; 5BUS1149 Business Finance

Assessment:

Exam	Coursework	Practical
60%	40%	%

Module code	Module title	Semester	Credits	Prerequisite / additional information
5BUS1158	Financial Management	B	15	5BUS1158 and 5BUS1149 are mutually exclusive

## 5BUS1158 Financial Management

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Identify the sources of finance to a company and the reward of the providers of that finance; 2. Discuss the sources and evaluation of risk; 3. Analyse the role of mergers and acquisitions in achieving the objectives of a company; Successful students will typically: 4. Identify and apply appropriate techniques for choosing between alternative sources of funding; 5. Identify and apply appropriate methods for making long and short-term asset allocation decisions; 6. Apply different methods of incorporating risk into financial decision-making models;

Module Content: The module introduces students to the main theory and practice of the financing of companies, the allocation and management of financial resources within a company and the rewarding of the providers of a company's financing. Specific topics covered include: the financial environment; sources of business finance; capital budgeting; cost of capital and capital structure; dividend policy; investment risk, portfolio theory and the capital asset pricing model; valuation of assets, shares and companies; mergers and acquisitions. The basic structure of the module will be a one-hour weekly lecture and a one-hour weekly seminar. The lecture will be used to introduce a new topic, with the student preparing work for the following week's seminar. The focus of the module is on the main business finance decisions which must be taken by management in order to maximise shareholder value. Relevant financial analysis techniques are covered, but the main emphasis is on evaluation of the underlying theory against actual practice.

Pre and Co requisites: Co-requisites: 4BUS1103 Principles of Finance OR 4BUS1054 Principles of Accounting and Finance OR 4BUS1043 Accounting for Business or 4BUS1098 Accounting Principles. Prohibited combinations: 5BUS1094 Principles of Corporate Finance; 5BUS1157 Corporate Fin

Assessment:

Exam	Coursework	Practical
60%	40%	%

Module code	Module title	Semester	Credits	Prerequisite / additional information
5BUS1163	Analysing Financial Statements	A	15	Basic financial accounting at L4 required.

## 5BUS1163 Analysing Financial Statements

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Identify the key factors influencing the preparation and presentation of the financial statements. This will include an appreciation of legislation and the requirements of the users of the accounts; 2. Discuss the conceptual framework and identify the influence of accounting policies in their interpretation of the accounts; 3. Calculate standard accounting ratio's and interpret these with reference to company specific, industry specific and wider economic issues; 4. Derive information from the accounts in order to discuss and consider the financing structure of a company. Successful students will typically: 5. Explain how, in the context of the conceptual framework, the accounting values are derived in the three main statements; 6. Analyse the financial statements of a single entity in relation to specific areas of focus (ie financing); 7. Prepare accounting extracts and adjustments and be able to comment on their impact on the presentation of the financial statements (i.e: depreciation); 8. Draw conclusions from the financial statements using standard accounting ratios and other analytical tools

Module Content: Students will be encouraged to consider specific businesses from the viewpoint of a financial analyst. The module focuses on the skills needed to extract useful information to understand and analyse the three key financial statements in the context of company specific factors, industry specific factors and the wider economy. Students will look at the context of financial statements, they will develop an understanding of the conceptual framework and the role of the financial statements in meeting the needs of users. Students will consider the information available on companies in the public domain and the importance of considering financial statements in context. The three financial statements will be considered in turn and students will calculate accounting extracts and adjustments and develop an understanding of the influence of accounting policies on the preparation and presentation of the financials. Students will calculate ratio's and discuss the benefit of these as an analytical tool. The module will be delivered via a series of lectures and supporting tutorial sessions. Notes will be made available to students via studynet in advance of the lectures each week. Each week indicative reading will be suggested and tasks will be set to prepare for each tutorial session. The tasks will always require a level of research and many will include numerical examples to work through. Students will be required to participate fully in all aspects of the module.

Pre and Co requisites: Pre-requisites: Co-requisites: 4BUS1054 Principals of Accounting & Finance OR 4BUS1030/1043 Accounting for Business OR 4BUS1103 Principals of Finance.

Prohibited: 5BUS1043 Financial Statements. 5BUS1042 Financial Information for Managers, 5BUS1092

Assessment:

Exam	Coursework	Practical
60%	40%	0%

Module code	Module title	Semester	Credits	Prerequisite / additional information
5BUS1192	Professional Development	A	15	This is an employability module.

## 5BUS1192 Professional Development

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Examine graduate roles within the accounting and finance sector and the changing needs of employers 2. Research and assess skills sought by employers in the accounting and finance sectors Successful students will typically: 3. Reflect on their skills and attributes and match to those sought by relevant employers in the Accounting and Finance Sectors and plan skills attainment with personal development planning 4. Demonstrate further skill development required for academic advancement and employment including research, writing and IT skills

Module Content: This module will enable students to research employment in accounting and finance and to develop an action plan to help them secure eventual employment. It will also help students to continue to develop their academic and professional skills. Students will identify a potential career area, research relevant employment issues and analyse opportunities available in this field, before carrying out personal skills analysis leading to the formulation of a personal development plan to support both their ongoing academic development and career goals. Indicative content could include: - Job search and career planning - Personal development planning - Recruitment and selection processes - Identifying the needs of employers recruiting graduates - IT related skills - Research and writing skills Pre and Co requisites: Prohibited module : 5BUS1152

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite / additional information
5BUS2005	Management Accounting	AB	30	Needs substantial L4 accounting knowledge and has an exam as it is PSRB focussed.

## 5BUS2005 Management Accounting

Semester: AB

Credits: 30

Intended Learning Outcomes: Successful students will typically: 1. Apply traditional and contemporary costing techniques; 2. Determine relevant costs for management decision-making; 3. Explain the key stages in the strategic planning process; 4. Examine various performance measurement and management systems; 5. Evaluate traditional and contemporary budgeting approaches and discuss the benefits and limitations of budgetary control; 6. Compare and contrast functional and divisionalised organisational structure; 7. Distinguish cost, profit and investment centres and evaluate divisional financial performance; 8. Discuss the use of transfer pricing and its implications for organisations; Successful students will typically: 1. Apply analytical, numeric and problem solving skills in a management accounting context; 2. Make numeric, written and verbal recommendations to support management decision-making; 3. Use software to develop business modelling skills, organising and presenting data in a clear and professional manner; 4. Apply modelling skills to forecast future revenues and costs;

Module Content: This module develops students' prior understanding of cost and management accounting, budgeting approaches and performance management issues are introduced Indicative content may include: - Absorption costing - Marginal costing - Standard costing and variance analysis - Activity based costing - Total quality management & Just-in-Time - Strategic planning - Budgeting approaches - Performance management, measurement and evaluation The module is delivered by a series of lectures and supporting tutorial sessions. Notes will be made available to students via StudyNet in advance of the lecture each week. Lectures will introduce students to the relevant literature and will explore the practical application of management accounting techniques in a practical setting. Most weeks the lecture will introduce a new topic, which students should study further using the indicative reading and preparation of 'tasks' before the supporting tutorial. Students are expected to read widely around each topic.

Pre and Co requisites: Prohibited; 5BUS1038 Management Accounting for Business Decisions

Co-Requisites; 4BUS1054 Principles of Accounting & Finance OR 4BUS1030 Accounting for Business OR 4BUS1098 Principles of Accounting

Assessment:

Exam	Coursework	Practical
60%	40%	%

Module code	Module title	Semester	Credits	Prerequisite / additional information
5BUS2004	Financial Reporting	AB	30	Needs substantial L4 accounting knowledge and has an exam as it is PSRB focussed.

## 5BUS2004 Financial Reporting

Semester: AB

Credits: 30

Intended Learning Outcomes: Successful students will typically: 1. Produce financial statements of an individual company, in the appropriate format based on international financial reporting standards; 2. Examine and interpret information given in financial statements using key analytical ratios and other suitable tools; 3. Produce financial statements of a simple group of companies in a format suitable for publication using international financial reporting standards; 4. Examine and debate the regulatory framework controlling the form and content of financial statements; 5. Apply relevant international accounting standards to a range of scenarios and examine their appropriateness; Successful students will typically: 1. Research information about companies and/or frameworks, using the university on line sources and other appropriate data that is publically available; 2. Apply knowledge of financial statement analysis to a case study and analyse the results; 3. Propose courses of action for a specified group of users of financial statements and present these in an appropriate format; 4. Organise and present work in a clear manner; 5. Demonstrate the ability to operate effectively within a team / group environment.

Module Content: Students will prepare financial statements (or extracts) in line with international accounting standards. These could include statement of comprehensive income, statement of changes in equity, statement of financial position and statement of cash flows. Students will study the analysis of financial statements using ratios and other techniques and be able to communicate their findings effectively. Students will explore and examine the sources of regulatory control (such as UK and EC regulation and the International Accounting Standards Board). Students will study and examine relevant asset and liability international accounting standards. Students will study the preparation of consolidated financial statements, for simple groups. The learning outcomes will be achieved via a mixture of teaching in lectures, guided study and tutorial feedback sessions. Lectures will be used to introduce key material. Students will then be directed to appropriate resources to enable them to develop their knowledge and understanding. This will include preparation of work for tutorial feedback sessions. Tutorial feedback sessions will then be used to consolidate knowledge and understanding and to develop skills. Students will also be directed to relevant sessions from the academic skills tutors and they will be expected to attend a number of these sessions.

Pre and Co requisites: Co-Requisites: 4BUS1054 Principles of Accounting & Finance or 4BUS1098 Accounting Principles Prohibited: 5BUS1002 Analysing Financial Information 5BUS1163 Analysing Financial Statements

Assessment:

Exam	Coursework	Practical
60%	40%	%



Module code	Module title	Semester	Credits	Prerequisite / additional information
6BUS1007	Dissertation Accounting	AB	30	Not suitable for any student without 240 credits in accounting.

## 6BUS1007 Dissertation Accounting

Semester: AB

Credits: 30

Intended Learning Outcomes: Successful students will typically: 1. Critically examine research methods and their comparative merits in investigating various research objectives, 2. Source, review and analyse literature and data relevant to the topic selected, 3. Examine the limitations of data and methods of research and analysis.

Module Content: The dissertation offers the opportunity to undertake an individual piece of work that is designed to develop research skills relevant to a specific area of study. Students will be allocated an academic supervisor who will meet with students on a regular basis. On completion of the research, students will be required to produce a dissertation of between 7,000 to 10,000 words. The dissertation will be assessed using the Business School dissertation criteria that cover the management of the dissertation, the methodology used, the intellectual quality and originality, and the structure and coherence of the report.

Pre and Co requisites: Additional prohibited combinations: 6BUS1016 Dissertation - Management, 6BUS1015 Dissertation - Human Resources Students who wish to undertake a dissertation must have 120 credits at each of levels 4 and 5 before commencing the dissertation. For level 5, credits must be at least 60 at C3 or above. Normally, the level 5 credits must have been obtained by studying at the University of Hertfordshire. In addition, only students who have successfully completed the Research Methods module will be permitted to submit their dissertation. (6BUS1086 Research Methods, 6BUS1008 Dissertation - Finance, 6BUS1007 Dissertation - Economics, 6BUS1028 Dissertation - Marketing, 6BUS1024 Dissertation - Tourism)

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite / additional information
6BUS1040	Islamic Banking	B	15	Some accounting knowledge recommended.

## 6BUS1040 Islamic Banking

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Investigate the Sharia framework in which Islamic banking and finance (IBF) takes place; 2. Critically evaluate the ideals of IBF and differences from conventional banking; 3. Examine principles of Islamic banking with regards to contract, trade and financing modes; 4. Investigate the latest trends and developments in Islamic banking and finance with special reference to the UK; Successful students will typically: 5. Critically evaluate various IBF products and services; 6. Appraise performance of Islamic Banks by examining their financial statements.

Module Content: The module intends to provide students with knowledge and understanding of Islamic banking and finance. The module will provide background and foundations of Sharia framework (Islamic code of life) in which the Islamic banking system claims to operate.

The ideals of IBF with an emphasis on prohibition of Riba (interest) will be discussed. Students will gain understanding of various Islamic modes of financing and various financial instruments. The module will also provide knowledge and understanding of Islamic contract and Islamic commercial law. Students will learn and evaluate the latest developments and trends in this field with special emphasis upon the UK. The lectures will introduce students to a new topic each week and will encourage students to explore relevant literature. In tutorials, student will discuss and debate issues relating to the lecture topic. Alongside essential and recommended readings, the emphasis will be on the latest Islamic banking and finance journals and texts.

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite / additional information
6BUS1060	Strategic Cost Management	B	15	Extensive MA knowledge required

## 6BUS1060 Strategic Cost Management

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Critically examine a range of strategic cost accounting tools 2. Evaluate the treatment of uncertainty in decision-making; 3. Discuss and appreciate importance of cost planning for competitive advantage; Successful students will typically: 1. Apply conceptual and mathematical models in the forecasting of future costs; 2. Assess the impact of risk and uncertainty in decision models using probability analysis and other mathematical models

Module Content: The module develops a student's understanding of strategic management accounting tools that allow the management accountant to assist the long term development of an organisation. Indicative content includes: - The nature of uncertainty - Sensitivity analysis/'what if' analysis - Assignment of probabilities in decision models - Expected value tables - Decision trees - Value analysis - JIT/TQM/Kaizen costing - Learning curves - Activity-based management - Pareto analysis - Use of ABC to analyse costs. Lectures will introduce students to the relevant literature and will explore the practical application of management decision-making concepts and techniques. Tutorials will further develop students' understanding by practical examples, analysis of case studies and by presentations.

Pre and Co requisites: Basic knowledge of accounting and finance is required for this module.

Assessment:

Exam	Coursework	Practical
60%	40%	%

Module code	Module title	Semester	Credits	Prerequisite / additional information
6BUS1184	Advanced Management Accounting	A	15	Extensive MA knowledge required

## 6BUS1184 Advanced Management Accounting

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Distinguish the key elements of the strategic planning process; 2. Determine the management accounting information required to support strategic planning; 3. Explore the conceptual development of strategic management accounting; 4. Recommend appropriate performance measures and management systems to control the implementation of strategic plans; 5. Evaluate contemporary developments in management accounting; Successful students will typically: 6. Identify and communicate information relevant for strategic decision-making; 7. Interpret quantitative and qualitative data and make appropriate recommendations; 8. Propose, debate and appraise ideas.

Module Content: The module deepens students' prior knowledge and understanding of management accounting focuses on the role of the management accountant within the strategic planning process. Making use of relevant literature and case studies, the module explores strategic planning in the context of the management accounting information required to support this process. The module continues by considering performance management systems which have been developed to control the implementation of strategic plans. Indicative content may include: - The strategic process - Tools of strategic management accounting - The balanced scorecard - Innovations in management accounting - Innovations in performance management The module is delivered by a series of lectures and supporting tutorial sessions. Notes will be made available to students via StudyNet in advance of the lecture each week. Lectures will introduce students to the relevant literature and will explore the practical application of advanced management accounting techniques in a practical setting, making use of case studies. Most weeks the lecture will introduce a new topic, which students should study further using the indicative reading and preparation of 'tasks' before the supporting tutorial. Students are expected to read widely around each topic and follow relevant emerging issues.

Pre and Co requisites: Co-requisite: to update 5BUS1001 Cost & Activity Management AND 5BUS1028 Performance Management OR 5BUS1038 Management Accounting for Business Decisions OR 5BUS1093 Cost & Performance Management OR 5BUSXXXX Management Accounting

Assessment:

Exam	Coursework	Practical
60%	40%	%

Module code	Module title	Semester	Credits	Prerequisite / additional information
6BUS1185	Advanced Financial Reporting	A	15	Extensive FR knowledge required, incl. group accounts. 100% exam-based assessment based on PSRB requirements.

## 6BUS1185 Advanced Financial Reporting

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Analyse the alternative approaches adopted for financial reporting; 2. Critically evaluate the impact of the IASB's conceptual framework for Financial Reporting; 3. Appraise relevant international financial reporting standards including those relating to groups; Successful students will typically: 4. Discuss relevant financial reporting standards and demonstrate their application; 5. Prepare consolidated financial statements for a group; 6. Communicate effectively in writing, making use of numerical data.

Module Content: This module provides an opportunity for students to obtain a broad awareness of the theoretical and practical influences on international financial reporting and the opportunity to prepare financial statements for groups. The module starts by examining the financial reporting environment: the International Accounting Standards Board conceptual framework and its impact on International Financial Reporting Standards. IFRS's will then be studied to examine both how they have been influenced by the IASB's conceptual framework and how they are applied in practice. The choice of standards to be studied will be influenced by current developments in accounting. The preparation of financial statements for groups of companies and related IFRS's will also be studied. The module is structured in order to encourage students to develop an awareness of the financial reporting environment for listed companies. Consequently the first weeks of the module are spent studying the recent history of convergence between the IASB and FASB and the different approaches adopted for financial reporting. The IASB's conceptual framework and its impact on International Financial Reporting Standards is then studied. Students are introduced to a range of International Financial Reporting Standards and their practical application. Financial statements are prepared for groups of companies. The module is delivered by a series of lectures and supporting tutorial sessions. Most weeks the lecture will introduce a new topic, which students should study further using the indicative reading and preparation of 'tasks' before the supporting tutorial. These tasks may include research, and/or the preparation of both discursive and numerical questions. Students are expected to participate fully in the module, to read widely and follow relevant emerging issues.

Pre and Co requisites: 5BUS1092 Financial Accounting and Reporting Assessment:

Exam	Coursework	Practical
100%	%	%

Module code	Module title	Semester	Credits	Prerequisite / additional information
6BUS1193	Corporate Financial Strategy	A	15	L5 financial management/corporate finance required.

## 6BUS1193 Corporate Financial Strategy

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Evaluate the funding options and dividend policies available to firms of all sizes and critically evaluate their appropriateness to firms of different sizes and at different stages of their development; 2. Critically evaluate tools, instruments and theoretical concepts available to a financial manager; Successful students will typically: 3. Debate the key funding and other constraints faced by businesses at each stage of the business life cycle; 4. Research case studies to evaluate the success of financial strategies and/or mergers and acquisition; 5. Communicate information using narrative and/or numerical techniques.

Module Content: This single semester module is designed to provide an insight into the area of financial strategy. The module begins by examining the life cycle and the various sources of funding available at each stage and moves on to an analysis of major business changes, eg restructuring, mergers/acquisitions. The module will enable students to build on their business analysis and reporting writing skills, and the knowledge gained about business should significantly enhance their employability. Financial strategy - what it is and how it links to corporate strategy. Structure of large firms and key success drivers and measurements. Funding options for firms from start-up to maturity, and into decline. Source of funds and financial instruments. Monitoring of company performance from published FTSE data. Assessment and management of risk and shareholder expectations. Mergers and acquisitions - rationale, challenges, measurements of success.

Pre and Co requisites: Co-requisites; 5BUS1046 or 5BUS1094 or 5BUS1158 or 5BUS1149 Assessment:

Exam	Coursework	Practical
50%	50%	%

Module code	Module title	Semester	Credits	Prerequisite / additional information
6BUS1194	Financial Aspects of International Business	B	15	Previous study of finance

## 6BUS1194 Financial Aspects of International Business

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Analyse the structure of the international financial system and evaluate the implications for business operations; 2. Critically evaluate theories of exchange rate determination; 3. Evaluate the nature of risks arising from international business operations; Successful students will typically: 4. Analyse the structure of international business operations and identify the source of foreign exchange risk; 5. Demonstrate how the firm's foreign exchange risk can be managed using various techniques; 6. Propose management techniques for managing risks arising from overseas investments.

Module Content: The international financial system Foreign exchange rate theories Foreign exchange risk – definitions Managing foreign exchange risk - techniques Devising a hedging strategy Direct foreign investment – risk management Students are introduced to the main issues, concepts and theories in lectures and the lectures will be reinforced by supportive reading. This will be further reinforced in seminars, most of which will be interactive and practical. Some of the seminars will be discursive in nature, being designed to reinforce the students' understanding of the issues, concepts and theories. Other seminars will require students to work on practical tasks, such as problems in the calculation and management of risk and the development of practical solutions to problems within the international company. In order to monitor student progress towards achieving the learning outcomes, formative feedback and subsequent learning support will be given during seminars.

Pre and Co requisites: Co-requisite(s): 5BUS1046 Financial Management OR 5BUS1094

Principles of Corporate Finance or 5BUS1158 or 5BUS1149 Prohibited: 6BUS1041 International Financial Management

Assessment:

Exam	Coursework	Practical
100%	%	%

Module code	Module title	Semester	Credits	Prerequisite / additional information
6BUS1196	Advanced Financial Decisions	B	15	L5 30 credits of corporate finance or equivalent required. 100% exam-based assessment based on PSRB requirements.

## 6BUS1196 Advanced Financial Decisions

Semester: B

Credits: 15

Intended Learning Outcomes: 1. Explore the theoretical underpinning of corporate finance; 2. Compare and contrast approaches to finance relevant in different sectors and cultures; 3. Assess the nature of risk management and the approaches and tools that organisations may adopt to manage this; 4. Synthesise issues linking the financing and investment decision; 5. Evaluate advanced financing and investment decisions; 6. Incorporate taxation, inflation, risk into analysis of decisions; 7. Examine finance issues that arise in international decisions.

Module Content: The module will build on previous studies at level 5. It will seek to explore the theory underpinning finance and investment decisions by considering seminal papers and current thinking. It will also enhance the practical application introduced previously. The investment decision will consider issues such as taxation, risk, inflation, options and international implications. The financing decision will take a closer look at cash and risk management focussing on the money markets, treasury and the use of derivatives. It will also consider how alternative organisations approach financing looking at issues for SME's, public bodies and charities and will also look at Islamic Finance as an alternative. The interaction of the two key decisions will also be explored.

Pre and Co requisites: L5 30 credits of corporate finance or equivalent required. 100% exam-based assessment based on PSRB requirements.

Assessment:

Exam	Coursework	Practical
100%	%	%



Module code	Module title	Semester	Credits	Prerequisite / additional information
6BUS1202	Taxation	A	15	Based on UK tax laws and legal system, so probably irrelevant to most students.

## 6BUS1202 Taxation

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Analyse on the overall function and purpose of taxation in a modern global economy; 2. Critically evaluate the principles of effective tax system design and its impact on individuals, groups, the wider economy and society; 3. estimate basic liabilities to UK taxation and recommend ways of mitigating their impact; 4. explain the social, political and economic factors influencing UK taxation and critically evaluate current and potential changes to its structure; Successful students will typically: 5. Prepare basic computations of UK tax liabilities for each of the main types of taxation; 6. Identify and evaluate basic opportunities for minimising the tax liabilities for individuals and businesses; 7. Communicate effectively in writing, making use of numerical data.

Module Content: This module provides an opportunity for students to obtain a broad awareness of the theoretical and practical influences on UK taxation and the opportunity to calculate basic UK tax liabilities. The module starts by examining the UK taxation environment: framework of UK taxation, principles of tax system design and the impacts of the UK tax system before considering individual taxes: income tax, capital taxes, corporation tax, VAT and other indirect taxes. The module is structured in order to encourage students to develop an awareness of the social, political and economic importance of taxation in addition to the current UK legislative requirements. Consequently the first weeks of the module are spent studying the UK tax environment, its historical development and current framework, the desirable characteristics of a tax system and the impact of tax on behaviour before studying specific taxes. Students are introduced to personal income tax (earnings and savings/other non-business income), business taxation for sole traders, capital allowances, corporation tax, capital gains tax, inheritance tax, value added tax and other indirect taxes. Simple computations are prepared and ways of mitigating the tax burden discussed. The module is delivered by a series of lectures and supporting tutorial sessions. Notes will be made available to students via StudyNet in advance of the lecture each week. Most weeks the lecture will introduce a new topic, which students should study further using the indicative reading and preparation of 'tasks' before the supporting tutorial. These tasks may include research, and/or the preparation of discursive or numerical questions. Students are expected to participate fully in the module, to read widely and follow emerging taxation issues in the media.

Pre and Co requisites: Based on UK tax laws and legal system, so probably irrelevant to most abroad students.

Assessment:

Exam	Coursework	Practical
100%	%	%

Module code	Module title	Semester	Credits	Prerequisite / additional information
6BUS1209	Emerging Issues in Accounting and Finance	B	15	Extensive prior knowledge of accounting

## 6BUS1209 Emerging Issues in Accounting and Finance

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. analyse the way in which theory, practice and rules in accounting and finance are fit for purpose within the context of the economic, political and cultural environment of our society with specific application to any current controversial reporting issues; 2. link major accounting regulatory moves to unresolved issues which remain ongoing across the history of accounting and finance theory- i.e concepts such as measurement, judgement, independence, the nature of reality, behaviour, etc; 3. evaluate the position of accounting & finance in our society from a political and economic standpoint (i.e. the relationship between government, business, society and the accounting profession); 4. analyse the nature of the relationship between accounting & finance from a practical and theoretical standpoint; Successful students will typically: 5. use academic literature to build critical argument and analysis; 6. argue views on topical issues in an academic manner, using appropriate research, while showing their ability to develop an argument and communicate effectively; 7. advise regulatory bodies, or senior management or a professional body, having undertaken independent research and drawn conclusions; 8. work successfully in a group to debate a current issue.

Module Content: This module is designed to bring together, and build on prior module knowledge using concepts, issues and current theory in respect of accounting and finance and in the process develop a more critical understanding of these issues using current and past research. Students will acquire the tools and skills to enable them to undertake in-depth examination of some current critical issues and question the legitimacy of the status quo. Students will learn to discuss and argue the benefits or not of alternative models for both the regulation and presentation of accounting and finance information. Students taking this module will hone their critical skills, learn to question the status quo and recognise the political and cultural context in which accounting operates. Students will also look at a range of issues and examine what impact, if any, these could have on accounting and finance. The learning outcomes of the module will be achieved through a mix of lectures and tutorials, supported by individual directed reading. . Building on a core understanding of the key issues relating to accounting and finance, students' research skills will develop through a process of enquiry into the complex nature of the environment in which accounting and finance information is produced. Students will learn to evaluate accounting and finance within its economic, political, social and cultural context and be able to discuss and critically evaluate accounting theory and its application (or not) in accounting and finance. They will analyse, evaluate and compare a range of different current issues and be asked to explain how, if at all, accounting and/or finance theories help or expand our understanding of the issues while also discussing and offering their own solutions to the issue at hand. Coursework will be constructed around real-life case studies and will explain, interpret and apply research to current issues in accounting and finance.

Pre and Co requisites: Previous in depth study of accounting and finance is required to study this module. Student should therefore have studied 6BUS1185 Advanced Financial Reporting or 5BUS1163 Analysing Financial Statements.

Assessment:

Exam	Coursework	Practical
%	70%	30%

Module code	Module title	Semester	Credits	Prerequisite / additional information
6BUS1227	Governance and Auditing	AB	30	Accounting majors only. Based on UK legislation, so probably irrelevant to most students.

## 6BUS1227 Governance and Auditing

Semester: AB

Credits: 30

Intended Learning Outcomes: Successful students will typically: 1. Critically analyse the purpose of corporate governance and the roles of its major players including evaluating the role and purpose of auditing and the auditor and analysing the interrelationship between auditing and corporate governance. 2. Comprehend the processes involved in corporate governance and explore the consequences of any failures in these processes 3. Evaluate the effectiveness of corporate governance reporting practices and their interface with regulatory frameworks; 4. Evaluate the implications for businesses of the major changes to corporate governance regulation, principally in the US and UK; 5. Explore the process of auditing, audit techniques and the nature of audit risk and the relationship between audit risk and audit approach; 6. Examine current techniques and issues in auditing 7. Critically analyse recent developments in corporate governance regulations as a response to the factors which precipitated the change and research and evaluate topical events to assess whether or not further change to regulations is advisable Successful students will typically: 8. Communicate the application of critical evaluation skills in applying professional judgement to audit case study scenarios, including the justification of the audit methodology selected and conclusions drawn 9. Articulate and demonstrate the professional and ethical requirements of an audit professional. 10. Apply the principles of corporate governance to specific scenarios, particularly the failures of major enterprises

Module Content: The module begins by establishing the importance of effective corporate governance and moves on to an examination of the current roles of the main parties involved. It then goes on to provide an insight into the modern audit process and to develop knowledge and understanding of the audit process and its application in the context of the professional regulatory framework. It concludes with a look at how corporate governance and audit may develop in the future. The module is delivered by a series of lectures and supporting tutorials. Notes will be made available to students via StudyNet in advance of the weekly lecture. Most lectures will introduce a new topic which students should study further using the indicative reading and preparation of 'tasks' before the supporting tutorial. This will require students to read widely and follow emerging issues. Both coursework and exams will be designed to test student's ability to reflect and critically analyse theory and practice and to link the two.

Pre and Co requisites: Accounting majors only. Based on UK legislation, so probably irrelevant to most abroad students.

Assessment:

Exam	Coursework	Practical
60%	40%	%

Module code	Module title	Semester	Credits	Prerequisite / additional information
6BUS2048	Financial Crime	A	15	Some accounting knowledge recommended.

## 6BUS2048 Financial Crime

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: Understand the nature of financial crimes committed in the private & public sectors & identify the types of financial crime, including understanding the difference between avoidance and evasion activities; Analyse various policy tools that are available for the purpose of combatting financial crimes; Evaluate the tools that are used in businesses to minimise financial losses; Analyse information from case studies and supporting documents and present findings in an appropriate format in a written assignment; Independently research factors relating to provided cases and effectively communicate conclusions; Demonstrate an ability to work effectively in a team.

Module Content: This module explores the nature of financial crimes committed in both private and public sectors and the resulting financial losses suffered by various stakeholders. After introducing necessary theoretical foundations for financial crimes various types of financial crimes, organised criminal activity e.g., money laundering, tax frauds e.g., VAT Missing Traders fraud and service delivery frauds will be examined to navigate the landscape of financial crime. Case studies relating to each category of financial crime will be employed as the main learning and teaching method. Importance of corporate governance and risk management will also be analysed so that students can appreciate the need for good stewardship of funds that managers are entrusted with by the taxpayers or shareholders.

Pre and Co requisites: Some accounting knowledge recommended.

Assessment:

Exam	Coursework	Practical
%	100%	%

## BUSINESS ANALYTICS AND SYSTEMS

Module code	Module title	Semester	Credits	Prerequisite
4BUS1020	Introduction to Business Operations	A	15	
4BUS1069	Quantitative Methods for Business	B	15	
4BUS1101	Analytical Techniques for Accountants	A	15	
4BUS1149	Analysing and Managing Business Data	B	15	
4BUS1152	Technology in Business	B	15	
4BUS1156	Business Technology Trends	A	15	
5BUS1008	Project Planning and Control	B	15	
5BUS1066	Mobile Business Technologies	B	15	
5BUS1190	Global Supply Chain Management	B	15	
5BUS1198	Business Analytics	A	15	
5BUS1199	Business Operations	B	15	
5BUS1204	User Centric Design for Systems	A	15	
5BUS1205	Project Management in Business	A	15	
6BUS0279	Business and Commercial Awareness	A	15	
6BUS1026	Forecasting Methods for Managers	B	15	
6BUS1035	Knowledge Management & Business Intelligence	B	15	
6BUS1047A	Creative Problem Solving for Managers	A	15	
6BUS1047B	Creative Problem Solving for Managers	B	15	
6BUS1062A	Social Networking & Enterprise	A	15	
6BUS1062B	Social Networking & Enterprise	B	15	
6BUS1236	International Business Dissertation	AB	30	
6BUS1255	Advanced Project and Risk Management	B	15	
6BUS1257	Databases for Strategic Decision Making	A	15	
6BUS1267	Digital Economy	B	15	

Module code	Module title	Semester	Credits	Prerequisite
4BUS1020	Introduction to Business Operations	A	15	

## 4BUS1020 Introduction to Business Operations

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Describe the role of operations in industry 2. Define the range of operational strategies necessary for a business to run effectively 3. Explain why organisations should take a total supply network perspective Successful students will typically: 4. Gather information to examine problems and undertake analysis 5. Compare operational tools, models and approaches to suggest appropriate operations improvement strategies 6. Interpret and analyse data and produce recommendations in the form of a correctly referenced report

Module Content: The module objective is to provide a comprehensive introduction to the key operations of the business. Real world examples will be used to develop the underlying business concepts. By the end of the module, the student should be able to describe and discuss the role of operations within a business across a range of industry sectors. The lectures will address how an organisation makes decisions and runs its operations to its strategic advantage to ensure the long-term success of the business. Tutorials will focus on developing the skills required to analyse operations management problems in an organisation and make decisions to address them. Indicative key areas of operations to be considered include: - What are operations in a business? - What does the operations manager do? - How do the operations support the main business? - What does the business make? - How does it make the product? - How much of the product does it make? - Where is the business located? - How does the business define and measure quality? - How does the business manage its materials? The topics listed above will be developed each week and students will undertake a mini report (four in total) that will reflect the content of the preceding week's teaching sessions. The bi-weekly mini reports will be based on an organisation of the student's choice and formative feedback on the reports will be provided anonymously in class the following week. This formative feedback will enable students to learn and improve their performance week on week and, ultimately, their performance in final report.

Pre and Co requisites: none

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
4BUS1069	Quantitative Methods for Business	B	15	

## 4BUS1069 Quantitative Methods for Business (UJH)

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. examine how quantitative methods may be used to inform business decision 2. explain a range of basic mathematical and statistical techniques commonly employed in business and management. Successful students will typically: 1. apply a range of basic mathematical and statistical techniques to management data 2. select and use appropriate methods for summarising and analysing management data sets 3. make appropriate business decisions based on the results of quantitative analyses

Module Content: This module introduces the student to a number of essential mathematical and statistical techniques that are extensively used in business and management. Particular attention will be paid to the circumstances in which the methods considered should be employed. The following quantitative methods are likely to be included in this module:

equations and graphs; measures of location and dispersion; weighted averages and indices; probability and normal distribution; basic optimisation; critical path analysis; correlation and simple linear regression; time series forecasting; investment; simulation. Appropriate software (eg Excel) will be used to support learning. This module is expected to cover the following quantitative methods: - Review of basic mathematical techniques, as required - Equations and graphs - Measures of location and dispersion - Weighted averages and indices using base and current weight, including their use for deflation - Basic probability, conditional probability and expected values - Normal distribution and use of tables - Basic optimisation and linear programming - Critical path analysis - Correlation and simple linear regression applied to financial data - Forecasting time series using moving average and exponential smoothing techniques, seasonal decomposition and regression - Investment - Simulation - Use of Excel There will be weekly lectures and tutorials. During the lectures, topics will be introduced and developed, and worked examples will be presented. The use of Excel will, where appropriate, be demonstrated. During the tutorials, students will be given exercises to work through based on the material presented in the lectures. Some of these exercises may require the use of Excel. There will be a tutor present to provide individual support and guidance.

Pre and Co requisites: It is expected that students will have obtained GCSE Mathematics (or equivalent) at Grade C or better prior to studying this module.

Assessment:

Exam	Coursework	Practical
50%	50%	%

Module code	Module title	Semester	Credits	Prerequisite
4BUS1101	Analytical Techniques for Accountants	A	15	

## 4BUS1101 Analytical Techniques for Accountants

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Apply a range of basic mathematical and statistical techniques to financial data 2. Select and use appropriate methods for summarising and analysing financial data sets; 3. Collate, present and analyse financial information; Successful students will typically: 4. Communicate ideas and findings in appropriate formats; 5. Make appropriate business decisions based on the results of quantitative analyses.

Module Content: This module introduces the student to a number of essential mathematical and statistical techniques that are used in business in general, and in accounting and finance in particular. Particular attention will be paid to the circumstances in which the methods considered should be employed. The following quantitative methods will be considered on this module: • Solving equations • Calculating probability • Summarising and analysing data • Relationships between variables • Forecasting techniques and how to apply them • Financial Mathematics • Understanding of measures of risk (such as measures of dispersion) There will be weekly lectures and tutorials. During the lectures, topics will be introduced and developed, and worked examples will be presented. The use of Excel will, where appropriate, be demonstrated. During the tutorials students will be given exercises to work through based on the material presented in the lectures. Some of these exercises may require the use of Excel. There will be a tutor present to provide individual support and guidance. Students will also be directed to additional quants support provided by the academic advisors of HBS and students will be expected to attend these sessions.

Pre and Co requisites: Prohibited: 4BUS1052 Quantitative Methods for Business & Management, 4BUS1019 Methods and Systems for Business Decisions, 4BUS1018 Quantitative Methods for Economics, 4BUS1021 Marketing Data Analysis, 4BUS1016 Tourism & Events: Data Analysis in Practice

Assessment:

Exam	Coursework	Practical
100%	%	%



Module code	Module title	Semester	Credits	Prerequisite
4BUS1149	Analysing and Managing Business Data	B	15	

## 4BUS1149 Analysing and Managing Business Data

Semester: B

Credits: 15

Intended Learning Outcomes: 1. Summarise and analyse data in a business context and use it to understand and solve management and business problems. 2. Explain and apply business analytics techniques to address a wide variety of management and business problems. 4. Build analytical models to represent the structure of management problems. 5. Use appropriate software to solve management problems

Module Content: This module will introduce students to the tools and techniques necessary to uncover information in data sets in order to be able to make suitable decisions based on this information.

Pre and Co requisites: none

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
4BUS1152	Technology in Business	B	15	

## 4BUS1152 Technology in Business

Semester: B

Credits: 15

Intended Learning Outcomes: 1. Examine the technology industry, trends, challenges and applications;

2. Explain the impact of technology applications for enterprises;

3. Explore the impact of the tech applications for the future growth of small and medium enterprises

4. Identify relevant technological applications to make business processes more efficient in an organisation

5. Work individually and in groups to recommend appropriate technological applications and trends for different business processes

6. Examine changes in different tech applications and trends implemented in organisations' business processes

Module Content: Today's technology is critical on business operations. Therefore, no matter the size of the business, technology brings both tangible and intangible benefits to businesses. It also helps businesses to increase efficiencies, and profits while developing new services. This module helps students to understand importance of emerging technologies for the growth of business.

Pre and Co requisites: none

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
4BUS1156	Business Technology Trends	A	15	

## 4BUS1156 Business Technology Trends

Semester: A

Credits: 15

Intended Learning Outcomes: 1. Examine the technology industry, trends, challenges and applications; 2. Explain the impact of technology applications for enterprises; 3. Explore the impact of the technology applications for the future growth of small and medium enterprises. 4. Identify and discuss relevant technological applications to make business processes more efficient in an organisation 5. To recommend appropriate technological applications and trends for different business processes 6. Examine impact of data and its importance with decision making within organisations.

Module Content: This marketing module assumes no prior knowledge of marketing and aims to introduce students to some of the key concepts of marketing. It is designed for Business students to gain an overall appreciation of the field of marketing. Students will understand the importance of marketing within the organisation and how other functions interact it. Students will explore key marketing theories and planning tools in the context of current practice.

Pre and Co requisites: none

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
5BUS1008	Project Planning and Control	B	15	

## 5BUS1008 Project Planning and Control

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Describe the characteristics of projects and project management and how these differ from line and functional activities and management 2. Explain the methods, processes and techniques for planning, evaluating and controlling projects. Successful students will typically: 3. Apply specified methods, processes and techniques for planning, evaluating and controlling techniques 4. Demonstrate ability to interact in a project team environment to meet project objectives.

Module Content: Project management is essential in all business development and this module gives students hands-on experience of managing the project process. The module content and assessment strategy allow students to study project planning and control in the context of their chosen discipline and from a general project management perspective, thus developing skills and knowledge transferable to other business and management fields and practice. Students benefit from greater flexibility and support due to a blend of face-to-face lectures and seminars, on-line discussions, a simulated project environment, and use of business software tools such as MS project. The module provides a sound basis for further professional studies such as the Association for Project Management (APM) Introductory Certificate in Project Management. Typical contents include: - an introduction to project management - project initiation and planning - working in project teams - risk identification, analysis and planning - quality in projects - project monitoring, evaluation and control - time, cost and quality/performance - earned value - managing changes to the project - project closure and evaluation Regular guidance and advice from tutors on further study will be provided using on-line assessment and feedback schemes.

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
5BUS1066	Mobile Business Technologies	B	15	

## 5BUS1066 Mobile Business Technologies

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Examine the mobile industry, trends, challenges and applications; 2. Explain the impact of mobile applications features such as multitouch, accelerometer and other interfaces; 3. Explore the impact of the mobile applications for business transactions. Successful students will typically: 4. Critically evaluate and identify relevant applications to make business processes more efficient in an organisation; 5. Work individually and in groups to recommend appropriate application for different business processes; 6. Evaluate user experience of different mobile devices and applications implemented in business processes.

Module Content: In today's digital age, mobile phones have become an integral part of daily life used by millions of people and businesses around the world. Increasingly sophisticated technologies from Apple, Google and Blackberry in both the hardware and the software are turning mobile phones into communications devices that are taking over from the desktop PC as the most important piece of business equipment. Furthermore, some of the most important benefits of different mobile technologies are improved communication with staff, clients, suppliers, reduced downtime, increased productivity and improve customer service. Therefore, this module looks at the heart of the power of the mobile business technologies for different areas of organisations. The following is an indicative list of topics: - Market trends of the mobile technology - Interfaces and usability of the mobile applications - Mobile enabled features such as location, accelerometer and multitouch - Customer user experience, customisation in mobile technologies - The future trends of the mobile industry - Mobile application for specific business process in an organisation - Google, Apple and Blackberry platforms for business - Web 2.0 in conjunction with mobile applications The learning outcomes will be achieved by combinations of: attendance of lectures, seminars, group discussions, role-play, interactive media, on-line collaboration tools, specified further reading and also by completion of class exercises and coursework. Students will be introduced to topics and examples of practice during the lectures; they also will be given the opportunity to develop transferable skills and to discuss the material presented in the lectures. Students are expected to undertake relevant reading, additional practice and work towards assessments and other self-directed study.

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
5BUS1190	Global Supply Chain Management	B	15	

## 5BUS1190 Global Supply Chain Management

Semester: B

Credits: 15

Intended Learning Outcomes: 1. Identify the key issues that supply chain managers face and analyse the tools to help them make decisions;

2. Demonstrate the nature, scope and role of supply chain management in (and between) organisations;
3. Summarise the nature of different kinds of flows (e.g. information, money and materials) within the global supply chain;
4. Critically evaluate how culture can affect global supplier relations and describe how supply chains performance can be enhanced in an international environment;
5. Evaluate and analyse the practice of supply chain management in an organisation demonstrating the relevant theories and tools to analyse and solve supply chain management problems;
6. Critically assess the solutions and recognise the limitations of theories and methods;
7. Identify the importance of working in groups and present findings in different forms.

Module Content: The objective of this module is to provide the students with knowledge on designing, implementing and operating efficient supply chains. Additionally it will introduce the challenges and issues of global supply chain management.

The focus of the module concentrates on: introduction of supply chain management; development and strategies for global supply chain management; supply chain drivers; procurement, routing and scheduling; inventory management; green supply chain management; humanitarian supply chain management; measurement of supply chain management in global scale;.

Pre and Co requisites: none

Assessment:

Exam	Coursework	Practical
60%	40%	%

Module code	Module title	Semester	Credits	Prerequisite
5BUS1198	Business Analytics	A	15	

## 5BUS1198 Business Analytics

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically:

1. Examine the role that analytics can play in the solution of management problems.2. Become familiar with a range of analytical techniques to solve business problems.3. Develop the technical skills to structure, analyse and solve practical problems using appropriate software.

9b. Skills and Attributes:

Successful students will typically:

1. Identify and solve business models and analyse and interpret the results accurately.2. Communicate solutions to problems in an effective manner.3. Design and implement a well- documented model suitable for end users.

Module Content: The explosion of high quality data has provided organisations with opportunities to make data driven decisions.

This has increased the interest in the use of analytics and businesses are now looking for those with analytical skills to understand, analyse and draw insights from the data. The aim of this module is to equip students with analytical thinking and problem-solving skills to assist business decision making.

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
50%	50%	%

Module code	Module title	Semester	Credits	Prerequisite
5BUS1199	Business Operations	B	15	

## 5BUS1199 Business Operations

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically:

1. Explain the context and assumptions behind the application of business operations techniques  
2. Recognise contemporary business operational issues an organisation.

1. Research and analyse the practice of business operations within an organisation and present the findings of this research  
2. Recommend ways business operations could be enhanced

Module Content: The module is designed to provide a solid understanding of business operations methods. Students will gain

experience together with knowledge of techniques and tools to support decisions made within the context of business operations in a contemporary environment.

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
60%	40%	%



Module code	Module title	Semester	Credits	Prerequisite
5BUS1204	User Centric Design for Systems	A	15	

## 5BUS1204 User Centric Design for Systems

Module code	Module title	Semester	Credits	Prerequisite
5BUS1205	Project Management in Business	A	15	

## 5BUS1205 Project Management in Business

Semester: A

Credits: 15

**Intended Learning Outcomes:** Successful students will typically: Examine the characteristics of projects and project management principles and how they differ from line and functional activities and management; Contrast traditional and agile project management lifecycles; Explore tools and techniques for planning, evaluating and controlling projects; Define the scope and objectives of a project based on core requirements provided; Plan a project using appropriate methods and tools such as work breakdown structure, precedence table and network activity diagram, project organisation; Demonstrate ability to interact in a project team environment to meet project objectives.

**Module Content:** This module introduces students to project management principles, tools and techniques that may be used in a business project to fulfil client needs. Project management is essential in all business development and this module gives students hands-on experience of managing the project planning process.

The module content and assessment strategy allows students to apply generic techniques thus developing skills and knowledge transferable to business. Students will develop a project initiation document using techniques such as work breakdown structure, precedence tables and activity network diagrams. Stakeholder and risk analysis will also be considered as these are key considerations as part of project management.

Students benefit from greater flexibility and support due to a blend of face-to-face lectures and workshop seminars as well as on-line discussions.

The module provides a sound basis for further professional studies such as the Association for Project Management (APM) Introductory Certificate in Project Management.

Pre and Co requisites: none

**Assessment:**

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
6BUS0279	Business and Commercial Awareness	A	15	

## 6BUS0279 Business and Commercial Awareness

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. study and engage in organisation decision-making processes, examining how strategic objectives are planned and implemented; 2. analyse and respond to uncertainty, change and organisational politics on decision-making and implementation; Successful students will typically: 3. work in multi- disciplined teams; 4. produce an investment case; 5. present their proposals to a critical higher management team;; 6. produce and amend an implementation plan for their proposal in light of feedback; 7. reflect upon their experience.

Module Content: This module is essentially workshop-based, where students will role play members of an organisational management team as they develop plan and implement a new product or service for their organisation. The module will consolidate functional business knowledge and provide students with an opportunity to integrate theories and gain experience in a simulated business environment. Students will be encouraged to reflect upon that experience in preparation for their future business careers. Students will be placed into syndicate groups and given functional management roles working to a pre-defined organisational strategy. The groups will be given a detailed business scenario, including an initial concept for a new product or service. Their task will be to produce a proposal for the product or service taking into account the external and internal conditions. Students will produce and present a detailed investment, case which will be subject to management scrutiny, undertaken by members of staff playing senior management roles. Following review of the investment case students will design the detailed implementation plan for operation and delivery. This should include product or service and quality specification, process design, resource requirements and performance monitoring and control strategies. During the course of the module, a number of events and additional information will be introduced and students will be expected to respond to these changes and adapt their plans accordingly. The lectures will present theoretical underpinnings for each of the activities required for the case.

Where applicable, lectures will be provided by subject specialists within the business school. The workshops will allow students the opportunity to apply theory and develop the skills required via a selection of shorter case based exercises. Towards the end of the module, students will submit a reflective essay on what they have learnt during the module.

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
6BUS1026	Forecasting Methods for Managers	B	15	

## 6BUS1026 Forecasting Methods for Managers

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. critically examine the concepts behind a wide range of forecasting methods 2. analyse methods to review data for accuracy and consistency 3. evaluate the pitfalls when applying these forecasting techniques Successful students will typically: 4. use tools to monitor and control forecasts 5. select forecasting techniques appropriate to a given set of data 6. use a calculator and computer to generate forecasts based on a wide range of methods; 7. communicate forecasting results to a business audience

Module Content: The process of making decisions in organisations is based, in most cases, on future values of many variables. Therefore, it is vital that these future values are predicted in the most accurate possible ways. This module introduces students to a variety of forecasting techniques used to predict future values. Much of the module will be devoted to the use of software, especially spreadsheets, to calculate forecasts and their associated errors. A particular emphasis will be on the pitfalls associated with the application of different forecasting techniques. The module includes the following: the purpose of business forecasting; data collection and review; measuring the accuracy of forecasts; a range of methods presented for dealing with stationary time series, trend, seasonality and multi- variate models; demographics; communication of results to a business audience. Students use a calculator and computer to calculate forecasts and related error measures and statistics. Material will be presented in lectures. Computer laboratories will be used for workshops in which exercises will be carried out with a tutor present. In workshops, students may work in groups to solve business problems. The detailed content of the module topics is as follows: - Purpose of forecasting. - Data management and review. - Measures of forecast accuracy: including mean square error, mean absolute deviation and mean absolute percentage error. - Short-term forecasting: naïve, moving averages, exponential smoothing methods. - Methods involving trended time series: Holt's method and linear regression. - Methods for data exhibiting both trend and seasonality. - Deterministic methods involving single or multiple independent variables. - Communication of results to a business audience using tabular, visual and written report formats. A selection from the following will also be covered: - Multicollinearity. - Lagged variables. - Combined forecasting methods.

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
6BUS1035	Knowledge Management and Business Intelligence	B	15	

## 6BUS1035 Knowledge Management and Business Intelligence

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Research the nature and range of the knowledge management and information systems which support the decision making process; 2. Critically evaluate the role and opportunities that information technologies and knowledge management systems provide in business intelligence provision; 3. Examine the organisational impact of such systems. Successful students will typically: 4.

Discriminate between information systems and knowledge management systems and identify their potential for increasing competitive advantage; 5. Identify and apply a variety of decision support methods and correctly interpret and present the results; 6. Evaluate a range of knowledge management and business intelligence solutions.

Module Content: This module recognises the importance of information and knowledge in the management decision-making process by exploring how organisations utilise knowledge management and business intelligence in their endeavours to achieve sustainable competitive advantage. It covers a wide and diverse range of current thinking in terms of theoretical and practical aspects of knowledge management and business intelligence systems. Fundamental tools and techniques are investigated and applied to a wide range of critical case studies. Content, which is indicative, may include: - Information systems and the decision-making process - Knowledge management and KM models - The roles of knowledge management and business intelligence in decision-making and their contribution to business strategy - KM and BI tools and component technologies - Analysis and modelling techniques - Performance metrics The module uses a range of teaching and learning methods to facilitate the students' learning experience, including lectures, tutorials, workshops, online discussions, podcasts and video.

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
60%	40%	%

Module code	Module title	Semester	Credits	Prerequisite
6BUS1047A	Creative Problem Solving for Managers	A	15	

## 6BUS1047A Creative Problem Solving for Managers

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Critique the theory and practice of problem-structuring or soft systems methodologies 2. Appraise the effectiveness of systems-based modelling approaches as an aid to management decision-making 3. Explore a range of different problem-structuring methodologies, techniques and processes and the context in which their use is appropriate Successful students will typically: 4. Use appropriate methodologies to study complex, ill-defined problems 5. Recommend creative solutions to solve business problems and aid decision-making 6. Work as a group to analyse a business problem using problem-structuring methods

Module Content: This module is very practically orientated and hands-on. It is aimed at anyone intending to become an effective manager, consultant or business analyst. The really important problems and crucial decisions faced by professionals in their work are often complex and ill-defined. They are known as “wicked” problems or “messes”. Problem structuring (or soft systems) methods have been developed to help us cope in these challenging, unstructured situations. Often much of the difficulty is due to people’s differing perspectives, the worrying uncertainties or the multiple interacting and dynamic factors. Imaginative approaches are needed to rigorously analyse messy, qualitative issues. Problem structuring methods take a holistic view and are highly effective. The three methodologies selected are: SODA Soft Systems Methodology System Dynamics With the right expertise and a suitable toolkit of methods, the manager or consultant can choose appropriate techniques, and creatively combine and tailor them to tackle any problem with confidence. Students’ knowledge and understanding of the subject area will be developed by attendance and participation in lectures and completion of indicated reading. Tutorials and practical sessions will enable students to explore case studies and current problem issues further, and practise using problem-structuring and soft systems methods for themselves. The tutorials and workshops will provide ample opportunity for students to become knowledgeable and skilled in the use of these methodologies and techniques. They will learn how to be holistic, imaginative and effective in their approaches to difficult, complex problems. Group work is an important part of this module as it allows students to develop the ability to work on problems in a group as it is the case in a real world environment, especially in the case of unstructured problems where different parties involved in a problem have in general different views and understanding of the problematic situation.

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
50%	50%	%

Module code	Module title	Semester	Credits	Prerequisite
6BUS1047B	Creative Problem Solving for Managers	B	15	

## 6BUS1047B Creative Problem Solving for Managers

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Critique the theory and practice of problem-structuring or soft systems methodologies 2. Appraise the effectiveness of systems-based modelling approaches as an aid to management decision-making 3. Explore a range of different problem-structuring methodologies, techniques and processes and the context in which their use is appropriate Successful students will typically: 4. Use appropriate methodologies to study complex, ill-defined problems 5. Recommend creative solutions to solve business problems and aid decision-making 6. Work as a group to analyse a business problem using problem-structuring methods

Module Content: This module is very practically orientated and hands-on. It is aimed at anyone intending to become an effective manager, consultant or business analyst. The really important problems and crucial decisions faced by professionals in their work are often complex and ill-defined. They are known as “wicked” problems or “messes”. Problem structuring (or soft systems) methods have been developed to help us cope in these challenging, unstructured situations. Often much of the difficulty is due to people’s differing perspectives, the worrying uncertainties or the multiple interacting and dynamic factors. Imaginative approaches are needed to rigorously analyse messy, qualitative issues. Problem structuring methods take a holistic view and are highly effective. The three methodologies selected are: SODA Soft Systems Methodology System Dynamics With the right expertise and a suitable toolkit of methods, the manager or consultant can choose appropriate techniques, and creatively combine and tailor them to tackle any problem with confidence. Students' knowledge and understanding of the subject area will be developed by attendance and participation in lectures and completion of indicated reading. Tutorials and practical sessions will enable students to explore case studies and current problem issues further, and practise using problem-structuring and soft systems methods for themselves. The tutorials and workshops will provide ample opportunity for students to become knowledgeable and skilled in the use of these methodologies and techniques. They will learn how to be holistic, imaginative and effective in their approaches to difficult, complex problems. Group work is an important part of this module as it allows students to develop the ability to work on problems in a group as it is the case in a real world environment, especially in the case of unstructured problems where different parties involved in a problem have in general different views and understanding of the problematic situation.

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
50%	50%	%

Module code	Module title	Semester	Credits	Prerequisite
6BUS1062A	Social Networking & Enterprise	A	15	

## 6BUS1062A Social Networking and Enterprise

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: have a knowledge and understanding of: 1. the trends on networked computing platforms including social networking and online collaboration tools; 2. the impact of the social networking for different business processes in an enterprise; 3. the use of the social networking opportunities for the future business growth and development. Successful students will typically: be able to: 4.

critically evaluate and identify effective social networking sites to improve business performance; 5. work individually and in groups to develop strategies for business improvements using online social media; 6. recommend the most effective social media to use for improving performance of different departments in an organisation.

Module Content: Social networking is a rapidly growing phenomenon and it is one of the most influential media in web technology today. Hundreds of companies globally use social media to gain credibility, foster employee relationships, build a forum for communication with customers and, often, to boost sales. Businesses receive inquiries directly from consumers and other businesses without advertising, which results in lower costs and higher conversion rates. Therefore, this module explores insights of the social networking sites and opportunities they present for organisations. The following is an indicative list of topics: - Understand the fundamentals of the social media - Social networking trends - Types of social networking sites - Enhance enterprise performance through social media - Social networking tools and strategies in enterprise - Business communication using online media tools - Social networking tools for different business processes - Market trends of the social media and tools to estimate future business performance The learning outcomes will be achieved by combinations of: attendance of lectures, seminars, group discussions, role-play, interactive media, online collaboration tools, specified further reading, and also by completion of class exercises and coursework. Students will be introduced to topics and examples of practice during the lectures; they also will be given the opportunity to develop transferable skills and to discuss the material presented in the lectures. Students are expected to undertake relevant reading, additional practice and work towards assessments and other self-directed study.

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
%	100%	%



Module code	Module title	Semester	Credits	Prerequisite
6BUS1062B	Social Networking & Enterprise	B	15	

## 6BUS1062B Social Networking and Enterprise

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: have a knowledge and understanding of: 1. the trends on networked computing platforms including social networking and online collaboration tools; 2. the impact of the social networking for different business processes in an enterprise; 3. the use of the social networking opportunities for the future business growth and development. Successful students will typically: be able to: 4.

critically evaluate and identify effective social networking sites to improve business performance; 5. work individually and in groups to develop strategies for business improvements using online social media; 6. recommend the most effective social media to use for improving performance of different departments in an organisation.

Module Content: Social networking is a rapidly growing phenomenon and it is one of the most influential media in web technology today. Hundreds of companies globally use social media to gain credibility, foster employee relationships, build a forum for communication with customers and, often, to boost sales. Businesses receive inquiries directly from consumers and other businesses without advertising, which results in lower costs and higher conversion rates. Therefore, this module explores insights of the social networking sites and opportunities they present for organisations. The following is an indicative list of topics: - Understand the fundamentals of the social media - Social networking trends - Types of social networking sites - Enhance enterprise performance through social media - Social networking tools and strategies in enterprise - Business communication using online media tools - Social networking tools for different business processes - Market trends of the social media and tools to estimate future business performance The learning outcomes will be achieved by combinations of: attendance of lectures, seminars, group discussions, role-play, interactive media, online collaboration tools, specified further reading, and also by completion of class exercises and coursework. Students will be introduced to topics and examples of practice during the lectures; they also will be given the opportunity to develop transferable skills and to discuss the material presented in the lectures. Students are expected to undertake relevant reading, additional practice and work towards assessments and other self-directed study.

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
6BUS1236	International Business Dissertation	AB	30	

## 6BUS1236 International Business Dissertation

Semester: AB

Credits: 30

**Intended Learning Outcomes: Successful students will typically:** Identify an international business research topic, and locate this subject within the relevant field of literature; Review concepts, theories and models from the existing literature and contemporary business management policy and practice appropriate to the chosen topic, critically analysing, comparing and synthesising findings to identify key concepts and conclusions in the relevant field of enquiry; Select and justify a suitable research methodology; Link theory and use appropriate data to generate pertinent and insightful conclusions; Develop, apply and test hypotheses and/or research questions; Manage a complex research strategy systematically and creatively; Gather, analyse and synthesise complex and appropriate information from a range of primary and/or secondary sources; Consider the implications of the dissertation/report research findings for international business management policy and practice, and for the academic discipline; Demonstrate originality in research work; Organise and present material in a clear and lucid manner.

**Module Content:** The dissertation offers the opportunity to undertake an individual piece of work that is designed to develop research skills relevant to a specific area of study. Students will be allocated an academic supervisor who will meet with students on a regular basis. On completion of the research, students will be required to produce a dissertation of between 7,000 to 10,000 words. The dissertation will be assessed using the Business School dissertation criteria.

**Pre and Co requisites:** Students must complete the UG 0 credit Research Methods module. Ethics clearance is required prior to students commencing primary research.

**Assessment:**

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
6BUS1255	Advanced Project and Risk Management	B	15	

## 6BUS1255 Advanced Project and Risk Management

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: Research and compare different perspectives on the theory and practice of project management; Evaluate the complexity and uncertainty of projects and the management of projects as a discipline; Assess the importance of project management methods and individual and organisational competencies in achieving project outputs and outcomes; Examine risk management theory and practice and appraise the benefits of project risk management for the organisation; Identify different levels of risk, uncertainty and complexity in any project environment and evaluate their implications for management strategy; Analyse the contribution of project management in achieving societal objectives.

Module Content: Projects are one of the principal means by which organisations implement change and manage the challenges arising from the business environment.

Public and private sector organisations are increasingly managed by projects to improve internal operations, respond rapidly to external opportunities and threats, achieve technological breakthroughs and design and develop new products and services.

Pre and Co requisites: None.

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
6BUS1257	Databases for Strategic Decision Making	A	15	

## 6BUS1257 Databases for Strategic Decision Making

Semester: A

Credits: 15

**Intended Learning Outcomes: Successful students will typically:** Explore data modelling theory and concepts in order to apply these to a database development project; Differentiate between data integrity and referential integrity and evaluate the importance of database design principles to aid strategic decision making; Evaluate the importance of data and analytics within an organisation and its different uses, inc. strategic decision making; Apply data modelling techniques such as entity relationship modelling to defined requirements in order to develop designs for an efficient database.

Develop, document and test a relational database as designed using data modelling techniques; Use structured query language (SQL) to define the tables and develop queries to retrieve data from the database to aid with strategic decision making within organisations.

**Module Content:** The experience gained in this module will give students the necessary underpinning knowledge and skills to investigate the data requirements of a business problem and establish, through the use of data modelling tools, the structure of the database. A complete database design and development process will be undertaken and documented to include entity relationship diagrams, data dictionary, development using SQL, testing and evidence of SQL code being used to create queries.

A very practical module which develops students' business analysis skills as they develop a logical database design model based on a set of requirements. The acquisition of skills in database design concepts and SQL exposes students in a very practical way to the means by which information is extracted from databases and manipulated for presentation to the user, underpinning a more theoretical understanding of information requirements at different levels of management decision-making.

Pre and Co requisites: None.

**Assessment:**

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
6BUS1267	Digital Economy	B	15	

## 6BUS1267 Digital Economy

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically:

1. Analyse the range of different e-business models and strategies open to organisations  
 2. Examine the range of digital economy solutions appropriate to an organisation's strategic objectives  
 3. Summarise how the digital economy has developed and consider how it will continue to develop in future  
 4. Evaluate the strengths and weaknesses of online communications. Successful students will typically:

5. Communicate effectively developments in the digital economy and strategies to enable organisations to respond to it.  
 6. Write a business report that examines the opportunity for strategic improvements in current business practice

Module Content: Topics will include - Definition of digital economy. Development of digital economy. Digital economy as part of

the total company profile. Approaches to digital economy. Internal and external effects of digital economy.

International methods of digital economy. Strategic advantage and barriers/ challenges faced through the adoption of digital economy.

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
30%	70%	%

# ECONOMICS

Module code	Module title	Semester	Credits	Prerequisite
4BUS1031	Introduction to Microeconomics	A	15	
4BUS1033	Introduction to Macroeconomics	B	15	
4BUS1037	Economics for Business	A	15	
4BUS1104	The Finance Professional	AB	30	
4BUS1108	Economy & Society	B	15	
4BUS1110	Principles of Finance	AB	30	
4BUS1133	Economics for International Business	A	15	
4BUS1150	Business & Markets	A	15	
4BUS2006	Foundations of Economic Analysis	AB	30	
4BUS2007	Quantitative Methods in Economics	A	15	
5BUS1015	Techniques of Economic Analysis	A	15	
5BUS1040	International Trade & the Open Economy	B	15	5BUS1162 or equivalent
5BUS1059	Econometrics	B	15	4BUS2007 or equivalent
5BUS1086	Consumers, Firms & Markets	A	15	4BUS1031 or equivalent
5BUS1116	Labour Economics	B	15	
5BUS1148	Financial Markets & Instruments	B	15	4BUS1110 or equivalent
5BUS1150	Enhancing Employability in Finance	A	15	
5BUS1160	Skills for Economists	A	15	
5BUS1161	History of Economic Thought	B	15	
5BUS1162	Macroeconomics	A	15	4BUS1033 or equivalent
5BUS1164	Business Economics Techniques	B	15	5BUS1086 or equivalent
5BUS1191	Economics of the Global Economy	A	15	4BUS1133 or equivalent
6BUS1002	Anatomy of Financial Crisis	B	15	4BUS1031 and 4BUS1033 or equivalent
6BUS1006/1008	Dissertation Economics/Finance	AB	30	
6BUS1010	International Production & Governance	A	15	4BUS1031 and 4BUS1033 or equivalent
6BUS1011	Issues in Global Economy	B	15	4BUS1031 and 4BUS1033 or equivalent
6BUS1078	Money, Banking & Finance	A	15	5BUS1162 or equivalent
6BUS1079	Modern Econometrics	AB	30	5BUS1059 or equivalent
6BUS1080	Markets, Competition & Policy Performance	B	15	5BUS1086 or equivalent
6BUS1085	Macroeconomic Performance	A	15	5BUS1162 or equivalent
6BUS1097	Contemporary Issues in Economics	B	15	
6BUS1140	Game Theory & Economic Applications	A	15	5BUS1086 or equivalent
6BUS1157	Industry Practice for Economic Professionals	A	15	
6BUS1192	Analysis of Current Issues in Finance	AB	30	
6BUS1195	Behavioural Finance	B	15	L5 finance or equivalent
6BUS1198	Public Finance	B	15	5BUS1162 or equivalent
6BUS1199	Economics of Strategy	B	15	5BUS1086 and 5BUS1164 or equivalent

6BUS1203	Industrial Organisation	A	15	5BUS1086 or equivalent
6BUS1272	Advanced Financial Decision Making	B	15	
6BUS2041	Political Economy of Climate Change	B	15	

Module code	Module title	Semester	Credits	Prerequisite
4BUS1031	Introduction to Microeconomics	A	15	

## 4BUS1031 Introduction to Microeconomics

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Outline basic elements of microeconomic theory; 2. Explain the scope of microeconomics and its application in relevant contexts. Successful students will typically: 3. Apply appropriate study skills, including self- management of time and collection of relevant material; 4. Utilise basic numerical skills in the calculation of such economic phenomena; 5. Construct and understand diagrams.

Module Content: Microeconomics is concerned with the behaviour of individual firms, markets and consumers in their economic activity. Microeconomics considers choice-making within the context of a market mechanism. The module covers the nature of markets including the determinants of demand and supply and the competitive environment within industries. The role of the government in intervening in markets is also considered. Learning outcomes are delivered in a lecture/workshop format. Basic concepts and theories are introduced, and structured activities allow students to work in small groups on practical problems. This would include applying basic numeric skills as well as data analysis type exercises. Seminars are based around questions produced in advance, but students are also encouraged to raise questions relating to the preceding lecture/workshop material. Much supporting material is accessible through StudyNet. Topic 1: Introduction to economics Topic

2: How markets work: demand and supply Topic 3: Elasticity; essay writing (Academic Skills Unit [ASU])

Topic 4: Costs and supply: the short run and the long run Topic 5: Perfect competition Topic 6: Monopoly

Topic 7: Oligopoly Topic 8: Causes of market failure.

Pre and Co requisites: none

Assessment:

Exam	Coursework	Practical
%	100%	%



Module code	Module title	Semester	Credits	Prerequisite
4BUS1033	Introduction to Macroeconomics	B	15	

## 4BUS1033 Introduction to Macroeconomics

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Describe the macroeconomic environment; 2. Outline the basic arguments which lie behind major controversies in macroeconomics; 3. Discuss the aims, methods and effectiveness of macroeconomic policy. Successful students will typically: 4. Distinguish between alternative theoretical explorations of macroeconomic phenomena; 5. Identify alternative macroeconomic policies that could be recommended for major macroeconomic problems; 6. Solve numerical and logical problems contained within introductory economic theory.

Module Content: The module aims to provide students with an introductory grounding in the principles and concepts of macroeconomic analysis, including consideration of: unemployment; inflation; money; banking; government policies in terms of taxes and interest rates, for example; and international trade. Indicative content: - Basic macroeconomic models - income - expenditure approach - Theories of consumption and savings - Aggregate demand and aggregate supply - Unemployment - Inflation - Money and banking - Fiscal and monetary policies - Introduction to open-economy macroeconomics. The module content is delivered through a lecture session and a seminar. The key concepts, theories and issues are introduced in the lecture. These are then followed by cases and questions of application that will help students to acquire an understanding of the practical implications of the theories. Students will solve a set of pre-determined exercises and questions under the supervision of the lecturer. Students are provided with formative feedback on their responses to numerical exercises and discussion questions.

Pre and Co requisites: 4BUS1037 Economics for Business Assessment:

Exam	Coursework	Practical
100%	%	%

Module code	Module title	Semester	Credits	Prerequisite
4BUS1037	Economics for Business	A	15	

## 4BUS1037 Economics for Business

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Recognise the contribution of economic approaches to understanding the business environment; 2. Discuss the concept of the market and the economic approach to the analysis of markets; 3. Describe the main macroeconomic issues; 4. Explain how public policy can affect the business environment. Successful students will typically: 5. Apply appropriate economic analysis to the study of the business environment; 6. Use relevant diagrams in the analysis of the business environment; 7. Derive relevant economic policy and comment upon its basis in theory.

Module Content: This module aims to enable students to understand the economic context of modern business by introducing and developing an appreciation of the utility of economic approaches in studying the business environment. The basic tools and approaches which economists use; demand and supply and industry analysis, among others; will be introduced and applied to help understand the economic issues involved and the public policy which can be derived. Economics, of course, provides one of the key pillars of a solid education in business and this module represents some first steps in this direction as well as highlighting some of the major contemporary issues in our society such as the credit crunch and recession. In covering the economic context of modern business through the perspective of the economic approach, the module will cover the following areas: market analysis; consumer behaviour; organisational structure; industrial structure; and public policy. It will typically employ a two-hour lecture/workshop which will be used to impart the basic content and to explore issues, problems and cases. The seminars will also provide the opportunity for in-class and small group discussion where students can readily engage with one another and learn in the process. The module handbook will provide a guide through the module content, reading and learning outcomes. StudyNet will be used as a repository for teaching resources and links to contemporaneous sources (e.g. links to the FT and Economist).

Pre and Co requisites: none

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
4BUS1104	The Finance Professional	AB	30	

## 4BUS1104 The Finance Professional

Semester: AB

Credits: 30

Intended Learning Outcomes: Successful students will typically: 1. Examine the expectations placed on professionals in the field of finance; 2. Recognise their own strengths and weaknesses through a process of self-evaluation; 3. Prepare written work with a sound academic basis; 4. Indicate ability to use available resources to acquire general financial knowledge; Successful students will typically: 5. Communicate effectively both orally and in writing, individually and in teams; 6. Demonstrate mastery of the Harvard system of referencing; 7. Appreciate and apply different ways of research and methods of enquiry; 8. Implement analytical skills in preparing and presenting numeric information; 9. Demonstrate proficiency in using available software packages for analysing financial data.

Module Content: The module allows students to practice a series of academic skills and study strategies which will underpin their subsequent studies. Themes in the module include; • self-awareness • professional demeanour • financial awareness • communication • IT expertise required by employers • quantitative skills • written and oral communication skills • taking responsibility for individual learning In developing academic skills, students will be expected to operate in teams, reflect on their practice and recognise aspects for self-development and improvement. The module will introduce a series of topics that are pertinent to finance in practice and complement topics presented on other modules running concurrently. Topics studied will include; • Ethical considerations for professionals in Finance • The concept of profit • Financial markets and share prices • Investment, budgeting and cashflow • Statistical basics related to finance The module will employ a variety of teaching and learning strategies to develop both the academic skill set of the student and the ability to reflect through the context of programme-related topics and projects. Students will be taught in weekly workshops lasting two hours. The module will consider the development of skills by placing students in different learning scenarios. These will be themed by the particular skill being developed and will relate to the individual as a learner and the team as a learning community and support group. Emphasis will be placed on interpreting and using feedback and students will be encouraged to use full range of learning resources provided by the University. Teaching and learning strategies will include the use of • i-spy and CASE material • diagnostic testing • case studies • simulation exercises • role play • research assignments Assessment types will be chosen to complement assessments on concurrent modules. Students will be encouraged to build learning communities and relationships during their first year of study.

Pre and Co requisites: Prohibited (current codes shown) 4BUS1041 4BUS1042 4BUS1045 4BUS1048 4BUS1047

Assessment:

Exam	Coursework	Practical
%	60%	40%

Module code	Module title	Semester	Credits	Prerequisite
4BUS1108	Economy and Society	B	15	

## 4BUS1108 Economy and Society

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Outline the scope and method of economics in understanding key aspects of society and how economic forces are shaping them; 2. Recognise the importance and limitations of markets in our society; 3.

Explain economic development and globalisation. Successful students will typically: 4. Communicate effectively in writing; 5. Compare and contrast different approaches to tackling economic issues; 6. Research issues effectively, identifying and analysing relevant literature to produce a coherent essay response to a given task.

Module Content: This engaging contextual module showcases the scope and power of economics in understanding many of the key issues which face society. It explores globalisation, economic development and the onward march of the market in societies such as the UK and elsewhere. The module also considers the limits of the market and economic analysis itself, in considering some ethical and moral issues in contemporary business and the economy. The module will appeal to economics and non-economics students in considering the value of economics in tackling some of the big issues facing modern economies and societies, thus providing valuable context for the theory they will learn elsewhere. Topics will include: A brief economic history of the world economy Globalisation Important economic institutions – e.g. government, the legal system, WTO The market in modern society The limits of the market Financial crisis Can economics explain everything? Ethical considerations – environment, social responsibility The Module Handbook will set out the learning outcomes, schedule, reading and assessment details for the students. Studynet will be used to publish module materials and for communication. Lectures will be used to impart knowledge and concepts with seminars being used to explore issues and the use of economic analysis in more detail, considering alternatives and their value. The module will make use of various popular and engaging books such as those by Chang (2014), Sandel (2012) and Harford (2013). These will be an excellent complement to the more standard texts they will meet in other modules.

Pre and Co requisites: none

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
4BUS1110	Principles of Finance	AB	30	

## 4BUS1110 Principles of Finance

Semester: AB

Credits: 30

Intended Learning Outcomes: Successful students will typically: 1. Explain the operation of financial markets in providing funds for organisations and differentiate between the key sources and forms of funding available; 2. Define the roles of finance and accounting within the organisation; 3. Examine the main decision areas within finance and commonly used analytical techniques within finance and accounting; 4. Differentiate between capital and revenue, cash and profit, income and expenditure, assets and liabilities; Successful students will typically: 5. Analyse simple financial statements; 6. Apply finance techniques to a business decision; 7. Work in small teams to examine the operation of financial markets; 8. Reflect on their learning.

Module Content: The module provides a basic underpinning and introduction to financial markets, financial management and accounting. The need for capital by organisations is explored and the different sources of available finance are examined along with the requirement for financial reporting. Structures of financial statements are explained in order for students to be able to analyse the financial health of the business. Commonly used analytical techniques in finance are introduced to enable students to make recommendations regarding a business decision. Topics may include: The growth and nature of financial markets and institutions The nature of financial instruments Differences between financial accounting, management accounting and financial management Structure and interpretation of financial statements The difference between profit and cash Budgeting and planning Sources of finance Investment appraisal techniques Working capital management Business objectives, value and agency issues. During the first semester, students will work in teams to 'invest' in a portfolio of securities and report the weekly gains or losses in an investment log. They will be asked to analyse the reasons for the performance of their portfolios which will require them to manage their time and discuss as a team their findings before reaching conclusions. They will then have an opportunity to reflect on this process both with respect to what they have learned from the task and what they have learned about working as a team. Students will also be required to carry out a piece of written work requiring them to apply an analytical technique to a business scenario and again will be given an opportunity to reflect on the learning and development that has taken place. Formative in-class tests will be used to test learning throughout the module.

Pre and Co requisites: none

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
4BUS1133	Economics for International Business	A	15	

## 4BUS1133 Economics for International Business

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Review the contribution of economic approaches to understanding the business environment; 2. Outline the concept of the market and the economic approach to the analysis of markets; 3. Examine the main macroeconomic issues as well as the impact of globalization on national economies; 4. Explain how public policy including approaches to international trade, migration and investment flows can affect the business environment. Successful students will typically: 5. Apply appropriate economic analysis to the study of the international business environment; 6. Use relevant diagrams in the analysis of the international business environment; 7. Outline relevant economic policy in a given situation.

Module Content: This module aims to enable students to understand the economic context of modern business by introducing and developing an appreciation of the utility of economic approaches in studying the business environment. The basic tools and approaches which economists use; demand and supply and industry analysis, among others; will be introduced and applied to help understand the economic issues involved and the public policy which can be derived. Economics, of course, provides one of the key pillars of a solid education in business and this module represents some first steps in this direction as well as highlighting some of the major contemporary issues in our society and international business. In covering the economic context of the modern international business context through the perspective of the economic approach, the module will cover the following areas: market analysis at national, regional and global levels; consumer behaviour; and public policy including approaches to international trade, migration and investment flows. Lectures will be used to set out and engage students with the core content. Tutorials will provide the opportunity for in-class and small group discussion where students can readily engage with one another and learn in the process. Specific topics to be covered in these weekly sessions will include

- Key microeconomic foundations – e.g. scarcity and the concept of opportunity cost, markets and their operation, market structures
- Key macroeconomic issues – e.g. inflation & unemployment, fiscal and monetary policy
- International trade – including policy e.g. tariffs and exchange rates

The module handbook will provide a guide through the module content, reading and learning outcomes. StudyNet will be used as a repository for teaching resources and links to contemporaneous sources (e.g. FT and Economist).

Pre and Co requisites: none

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
4BUS1150	Business & Markets	A	15	

## 4BUS1150 Business and Markets

Semester: A

Credits: 15

Intended Learning Outcomes: 1. Explain theory relating to management, leadership, motivation, performance.

2. Describe the different types of organisational structures and their relationship to the culture of organisations.

3. Identify factors that influence the behaviour of individuals and groups in organisations.

4. Summarise how organisational structure and culture contribute to business success

Module Content: This module aims to enable students to understand the economic context of modern business by introducing and developing an appreciation of the value of economic approaches, principally through examining the role and functioning of the market. The market is of principal importance in the modern economic environment in which business, citizens and governments operate. The basic concept of the market will be explored along with economic analysis such as demand and supply, competition and macroeconomics (e.g. inflation). As the proper use of any tool or approach requires an appreciation of its limitations as well as its power, the limits of the market will also be explored when considering: equity; the emergence of new technology e.g. the digital economy; social responsibility; and environmental concerns.

Pre and Co requisites: none

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
4BUS2006	Foundations of Economic Analysis	AB	30	

## 4BUS2006 Foundations of Economic Analysis

Semester: AB

Credits: 30

**Intended Learning Outcomes:** Successful students will typically: Explain the aims and scope of Economics as well as its key principles; Discuss economic ideas both orally and in writing; Apply research design principles; Use mathematical tools and techniques in applied problems. Express ideas effectively both orally and in writing, individually and in teams; Demonstrate skills in IT literacy, including use of the University's virtual learning environment; Apply numerical skills for applications and problems; Implement steps of the process of economics research.

**Module Content:** The module presents some of the founding principles of economics and provides students with a series of academic skills and study strategies which will underpin their subsequent studies. The module is composed of several themes which will include communication, analytical thinking, critical evaluation, research methods, IT-literacy and numeracy. These will allow students to effectively match problem-solving techniques to different scenarios. The module selects a series of issues that are pertinent to the economist, the economics profession and economics practice.

Pre and Co requisites: None

Assessment:

Exam	Coursework	Practical
%	100%	%



Module code	Module title	Semester	Credits	Prerequisite
4BUS2007	Quantitative Methods in Economics	A	15	

## 4BUS2007 Quantitative Methods in Economics

Semester: AB

Credits: 30

Intended Learning Outcomes: Successful students will typically: 1. discuss the usefulness of quantitative techniques in analysing economic problems and issues; 2. examine mathematical and statistical techniques of relevance to economics; Successful students will typically: 1. apply mathematical and statistical techniques that are relevant to economics; 2. use quantitative techniques to frame and model economic issues and problems; 3. identify and apply relevant mathematical and statistical techniques to analyse and solve economic problems. 4. use software packages to process and / or present data e.g. regression.

Module Content: This module is an introduction to important mathematical and statistical techniques that are used in economics. The module covers, among others: basics of algebra, linear relationships in economic analysis, basic graphical analysis, simultaneous equations, differential calculus, optimisation, basics of probability theory, descriptive statistics, simple regression. Students will be in computer labs for the seminars.

Pre and Co requisites: none

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
5BUS1015	Techniques of Economic Analysis	A	15	

## 5BUS1015 Techniques of Economic Analysis

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Investigate essential mathematical and statistical techniques for economic analysis; 2. Examine how such techniques can be usefully applied to the analysis of economic issues at the firm, market and economy levels. Successful students will typically: 3. Express and interpret economic issues and relationships in a technical way; 4. Solve simultaneous equation systems, differentiate a range of functions, solve optimisation, growth, discounting, and data envelopment analysis problems; 5. Collect relevant datasets and apply relevant techniques to the measurement and evaluation of economic issues concerning firms, markets and the economy.

Module Content: Economic analysis in practice inevitably entails the identification, collection, interpretation and processing of empirical evidence in various forms. This module will, first of all, introduce students to a range of essential quantitative techniques for economic analysis, such as solving simultaneous equation systems, differentiation, optimisation, and solving growth, discounting and data envelopment analysis problems. The quantitative prerequisites are limited to simple algebra and basic statistics. The module will then enable students to apply relevant techniques to the study of a range of economic issues concerning firms, markets and the macroeconomy using real world datasets. Indicative topics include: - simultaneous equation systems and solutions; - derivatives and partial derivatives; - unconstrained and constrained optimisation techniques; - growth and discounting problems and solutions; - basic DEA techniques; - measuring and evaluating firm conduct and performance - single metrics of productivity (with applications to banks); asset structure and indicators of risk; ROI and ROE; total returns to shareholders; different concepts of efficiency (technical, allocative, scale and x-efficiency) and DEA (using the software GAMS or Frontier Analyzer); - market structure and contestability, sectoral inter-dependency and performance - quantitative indicators of market structure and contestability; standard industrial classification and input-output tables; industrial structure, inter-sectoral linkages and sectoral multipliers; indicators of sectoral revealed comparative advantages in international trade; indicators of intra- and inter-industry trade; - macroeconomic performance and sources of growth - measurement and decomposition of labour productivity; sources of economic growth in the neoclassical growth accounting framework; the Solow residual and total factor productivity (TFP) growth; cross-country comparison of growth drivers;  $\pm$  and  $^2$  convergence. The lectures will introduce and develop the relevant concepts and techniques. The tutorials will consolidate and extend students' understanding through classroom discussions and computer lab-based practical exercises using real world datasets.

Pre and Co requisites: Co-requisites: 4BUS2007 – Quantitative Methods in Economics or equivalent

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
5BUS1040	International Trade and the Open Economy	B	15	5BUS1162 or equivalent

## 5BUS1040 International Trade and the Open Economy

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Examine the analytical foundations of international trade and open economy macroeconomics; 2. Apply abstract theories and concepts to economic reality in an international context with capital flows; 3. Discuss how the major theories are developed to capture key determinants of international trade that lead to the important macro variables of an open economy, such as the exchange rate and the concept of the balance of payments; 4. Review the relevance and limitations of each theory in analysing contemporary issues of an open economy. Successful students will typically: 5. Apply simple numerical and diagrammatic techniques to international trade and macroeconomic analysis in an open economy; 6. Develop their 'framing skills' of setting up and solving problems within an international setting; 7. Demonstrate the skills of abstract and critical reasoning, logical deduction and induction in an open economy.

Module Content: This module builds on the foundation provided by the module Economic Growth, Aggregate Price and Income (macro principles), which develops macroeconomic tools of analysis in a closed economy. It introduces and develops the analytical apparatuses, such as the IS-LM-BP model and the AS-AD framework, that are employed to explain international economy and growth. It also provides an insight into some of the principal models that have been devised to explain macroeconomic events in an open economy and to predict the consequences of certain actions by economic agents. Finally, the module evaluates the strengths and weaknesses of the various models constructed to explain international trade and the development of an open economy. Typical topics will include: - Why international trade takes with absolute and comparative costs; neo-classical trade theory and modern explanations of international trade. - Open economy extensions to the IS-LM model - international trade; derivation of the balance of payments curve (BP) with capital flows; equilibrium in all three markets (goods, money and external). - The Mundell-Fleming model of open economy macroeconomics - capital mobility; effectiveness of fiscal and monetary policies under fixed and flexible exchange rate regimes in the IS-LM-BP model; limitations of the analysis. - Exchange rate analysis - monetary policy and exchange rate overshooting. By explaining and demonstrating via lectures how modern theories of international trade and macroeconomics are used in understanding issues and the policy implications of an open economy. In the case of seminars, it will be necessary for students to analyse open economy problems by way of applying logical, but simple numerical as well as diagrammatic techniques, to find solutions by using rigorous analysis based on deduction and induction. This will be related to the coursework to assess the ability of students by writing essays on open economy matters that employs theory and reasoning. The final examination takes place in order to measure the students' ability to analyse independently the subject matter through knowledge and understanding

Pre and Co requisites: 5BUS1162 Macroeconomics or equivalent

Assessment:

Exam	Coursework	Practical
50%	50%	%

Module code	Module title	Semester	Credits	Prerequisite
5BUS1059	Econometrics	B	15	4BUS2007 or equivalent

## 5BUS1059 Econometrics

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Explain basic econometric and statistical principles and techniques; 2. Discuss common econometric problems, and determine how to deal with them. Successful students will typically: 3. Work together in small groups; 4. Deliver an appropriate short presentation as a group; 5. Demonstrate an ability to apply econometric techniques appropriately to economic data, using a computer package such as 'Microfit', 'Eviews', or 'Stata'.

Module Content: Econometrics is concerned with the statistical analysis of economic data. This module is designed for students with only a limited mathematical and statistical background, and gives a short introduction to single equation simple and multiple regression models, and the problems which often arise in their use. The emphasis is on developing an ability to use an appropriate econometrics package, with some understanding of the relevant statistical principles. The module begins with a review of the elementary statistics required later, and ends with topics such as heteroskedasticity, serial correlation, multicollinearity and forecasting. The students will have a one hour lecture (to explain principles/techniques) and a one-hour lab session per week. This module, therefore, requires a computer lab environment for use of the appropriate econometric package(s) - such lab sessions, in effect, being the seminar time. Students are encouraged to work in small groups, with supervision, to analyse actual data series. The small groups are required to prepare and deliver a short presentation on their analysis. Principles are explained as necessary. The form of this assessment plays a key role in enabling students to understand and apply econometrics. The students choose groups of not more than four students, which are then each required to agree with the module leader a data series for econometric analysis and an appropriate economic 'theory'; for example, UK inflation as measured by the retail price index, 1960 to 2008, and the Phillips curve. The group then has to collect data, for example on the RPI, and on explanatory variables as indicated by the Phillips curve, and run regressions to provide a statistically adequate explanation of, in that case, UK inflation. They then have to embed their results in a presentation, usually PowerPoint, and are given a maximum of four minutes in which to present at a session of most of the groups. They sometimes need 'help' in tracking down data series, or overcoming statistical problems. No two groups have the same task. This is quite a challenging, but definitely rewarding, task for all concerned as they have to be able to explain to each other and a wider audience, as well as individually showing an understanding of how to use/apply such techniques.

Pre and Co requisites: Co-requisites: 4BUS1033 Introduction to Macroeconomics PLUS EITHER 4BUS2007 Quantitative Methods in Economics OR 4BUS1052 Quantitative Methods for Business & Management

Assessment:

Exam	Coursework	Practical
50%	25%	25%

Module code	Module title	Semester	Credits	Prerequisite
5BUS1086	Consumers, Firms and Markets	A	15	4BUS1031 or equivalent

## 5BUS1086 Consumers, Firms and Markets

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: Successful students will typically; 1. Explain the rationale approach to microeconomic analysis where consumers and firms optimise subject to the constraints they face 2. Examine the power and limitations of this approach, and the utility of alternative approaches which consider bounded rationality, institutional realities and economic psychology; 3. Evaluate market efficiency, imperfections and failures. 4. Appreciate some alternative approaches in this area; Successful students will typically: Successful students will typically; 5. Construct and use diagrams to interpret economic issues, eg in consumer behaviour, competitive markets, etc; 6. Identify and use the appropriate microeconomic analysis in the given circumstances; 7. Research a relevant problem/issue and produce an appropriately referenced and coherently written essay.

Module Content: The modern capitalist economy can be viewed as an enormous collection of consumers and firms who engage in markets. How effective these markets are and what it means for society will, in large part, depend upon how consumers and firms actually behave. This module explores this behaviour, employing both standard economic analysis, ie how rational agents make decisions, as well as alternative approaches which acknowledge limits on rationality while also proposing a more realistic psychology. The impact upon decision-making is further considered. The success of the economy is reliant upon the efficiency of the markets within it. This crucial economic aspect will be explored for the different types of market structure. Further, the causes and consequences of market failures will also be addressed. The following will be covered in this module: - Economic agents - consumers and firms - choice and decision-making: utility and indifference curves; costs and production; profit maximisation - Exchange and markets - demand and supply - Behaviour and decisions - rationality, bounded rationality, habits and nudges - The efficiency of markets - levels of competition, models of competition and monopoly - Imperfect competition and game theoretic approaches - Market failures

Pre and Co requisites: 4BUS1031 Introduction to Microeconomics

Assessment:

Exam	Coursework	Practical
50%	50%	%

Module code	Module title	Semester	Credits	Prerequisite
5BUS1116	Labour Economics	B	15	

## 5BUS1116 Labour Economics

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Apply techniques of the neoclassical tradition within labour economics; 2. Analyse the complementarity of pluralistic approaches to labour economics e.g. institutionalist and dualist. 3. Explain a variety of analytical and methodological approaches within empirical labour economics, and their application in a variety of policy contexts. 4. Examine labour market dynamics at individual, household and economy level. Successful students will typically: 5. Access and interpret up- to-date scholarship and sources of information on UK and European labour markets; 6. Reflect upon important issues or policy questions concerned with the labour market; 7. Identify and evaluate a variety of theoretical approaches to the study of labour economics.

Module Content: This course will analyse topics of behaviour and outcomes in labour markets and other related markets. We will discuss the way in which labour markets are organised and what implications this has for individual outcomes. We begin by considering the behaviour of firms (labour demand) and workers (supply) and evaluate the concept of labour market equilibrium. We continue with a variety of topics including, inter alia, education and skills, labour mobility and segmentation, information approaches to recruitment and selection, incentive design, gender and racial discrimination, and unemployment (search and matching). The main analytical tools will be theoretical but we will also make use of real- world policy examples and applied techniques. This module will complement L5 microeconomics; basic competence in algebra and introductory econometrics will be developed, as required, within the module. This module will be delivered by a weekly lecture and seminar (one hour of each), supplemented by a variety of scheduled online tasks (e.g. reflective blogging, class discussion forum etc.)

Pre- and Co requisites: 5BUS1086 Consumers, Firms and Markets (or alternative L5 Intermediate Microeconomics approved by Module Leader)

Assessment:

Exam	Coursework	Practical
50%	50%	%

Module code	Module title	Semester	Credits	Prerequisite
5BUS1148	Financial Markets and Instruments	B	15	4BUS1110 or equivalent

## 5BUS1148 Financial Markets and Instruments

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Explore the way in which financial markets have developed and operate; 2. Identify the way in which particular markets meet particular demands; 3. Discuss the role of financial institutions in financial markets; 4. Analyse the financial instruments available and how they are priced using appropriate theoretical and practical models; Successful students will typically: 5. Apply different theories to the pricing of securities; 6. Compare and contrast management methods for dealing with risk by using financial instruments.

Module Content: The module considers the development of modern financial instruments, together with their associated risks, so that theoretical and practical issues can be applied in their pricing and use. Such instruments would include shares, bonds, foreign currency, forwards, futures, options/swaps and other derivatives. Financial markets have developed at a fast pace over the last quarter of a century to meet the needs of governments, organisations and individuals. With this market development has come greater sophistication in the instruments available. Together, these two themes require finance managers to appreciate greater challenges within the finance agenda. The module aims to explore markets, institutions and the relevant traded instruments. Lectures will introduce students to the relevant literature and will cover the practical application of markets, institutions and instruments. Seminars will be used for students to discuss their reading and apply the theories and techniques of financial analysis through the use of case studies and structured problems relating to financial instruments

Pre and Co requisites: none

Assessment:

Exam	Coursework	Practical
100%	%	%

Module code	Module title	Semester	Credits	Prerequisite
5BUS1150	Enhancing Employability in Finance	A	15	

## 5BUS1150 Enhancing Employability in Finance

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Examine graduate roles available within the Finance sectors and the changing needs of employers in both a general sense and within finance sectors; 2. Research and assess skills sought by employers in the finance and related sectors; 3. Prepare for the processes of recruitment and selection and recognise links to their employment prospects; Successful students will typically: 4. Produce reports and other documents, using standard IT packages, to issues regarding employability pertaining to finance sectors; 5. Reflect on their skills' attributes and match to those sought by relevant employers in the finance sectors; 6. Draft a professional curriculum vitae.

Module Content: The module will enable students to research employment in finance and to develop an action plan to help them secure eventual employment. It will also help students to continue to develop their employability skills. Students will identify a potential career area, research relevant employment issues and analyse specific opportunities available in this field, before carrying out appropriate personal analysis leading to the formalisation of a career action plan. Module content will include: - The changing nature of the workplace and employer needs - Job search and career planning - Personal development planning - Recruitment and selection processes including the use of selection centres - identifying the needs of employers recruiting graduates - Contemporary issues affecting employability within finance Students will be directed to scheduled activities held by the employability champions, CAPs and academic skills advisors and will be expected to attend those sessions to which they are directed. Classes will be lecture and workshop-based to introduce: - the key employability concepts and the importance of career planning, - to assist the students to research careers in finance, - to assist in the preparation of a cv and covering letter suitable for the Finance sectors. - to assist with preparation for the recruitment processes associated with the Finance sectors. - Students will be able to identify gaps in their skills and experience and put in place a plan to rectify prior to graduating.

Pre and Co requisites: none

Assessment:

Exam	Coursework	Practical
%	100%	%



Module code	Module title	Semester	Credits	Prerequisite
5BUS1160	Skills for Economists	A	15	

## 5BUS1160 Skills for Economists

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Identify and express the key elements of the undergraduate economics skills required for successful study, research and employment; 2. Explain the elements and value of personal development planning; 3. Recognise the power and scope of economics whilst acknowledging its limitations; Successful students will typically: 4. Highlight and illustrate key skills and their value in further study and employment; 5. Plan their personal development; 6. Demonstrate their communication, group work and research skills;

Module Content: This module aims to develop and enhance the student skill set with appropriate focus on academic, employability and research skills which will equip students both for continuing study and for future employment in a range of posts. It will harness and develop these skills in the context of key economic issues thus offering tangible application. It will build on skills introduced and developed in L4, particularly the Economics Professional. The following will be covered: The scope and method of the economist. The key academic skills. Employability skills and the graduate labour market. Developing and articulating the skills set and planning your personal development. Research skills for economists. The classroom based activities of the module will be in the form of lectures and lectorials. The lectures will set out key content and explore the issues, as well as using some external speakers on academic skills (CASE), employability (e.g. CEES) and research (research active staff/students). The emphasis in the lectorials will be on activities and they will be task orientated. Some sessions will be for group work and student presentations. There will be opportunities for feedback from the first piece of coursework, enabling lessons to be incorporated into the later piece, particularly in terms of reflection and personal development. Studynet will be used for communication and as the principal source of module materials. The veritable gold mines of resources that are the Jobs & Careers and CASE websites will be thoroughly mined.

Pre and Co requisites: Other 'Employability...' modules at L5 are prohibited combinations.

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
5BUS1161	History of Economic Thought	B	15	

## 5BUS1161 History of Economic Thought

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Identify key figures and ideas in the history of economic thought; 2. Explain the key ideas and their contribution to economic thought; 3. Examine the connections with current thinking and policy; Successful students will typically: 4. Interpret historical ideas within their context as solutions to the problems encountered at the time; 5. Demonstrate opposing viewpoints; 6. Analyse historical and current literature and derive solutions to economic problems, including those of policy

Module Content: This module aims to chart out key figures and ideas from the history of economic thought from before Adam Smith to the current time. The variety of economic ideas and opinion is evident in much current debate, which itself is often revisiting events of the past where famous economists like Smith and Ricardo in the 18th and 19th centuries and Keynes and Friedman in the 20th centuries attempted to grapple with the key issues facing them and their economic environment. For example, how to deal with financial crises and depressions are problems which have stimulated much debate in the past as well as in the current day. Economic thought has a rich history to explore and much insight to offer. The dominant thinking before Adam Smith is considered, along with Malthus, Marx and Mill. Early economists who made their mark in the early twentieth century like Marshall, Veblen and Schumpeter are also discussed. The different schools of thought that have emerged in economics and their methodological character are explored. Lectures will be used to set out the key ideas of major economists and related schools of thought. Key readings will play a major role in this module. Seminars will be used to explore issues in greater depth. Studynet will be used to provide notes, lecture slides and also to communicate effectively with the students.

Pre and Co requisites: none

Assessment:

Exam	Coursework	Practical
50%	50%	%

Module code	Module title	Semester	Credits	Prerequisite
5BUS1162	Macroeconomics	A	15	4BUS1033 or equivalent

## 5BUS1162 Macroeconomics

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Recognise the analytical foundation of macroeconomics; 2. Discuss the neoclassical theory of economic growth and the sources of rising living standards; 3. Examine the how the major theories are developed to capture key macro variables of policy-makers; 4. Explain the relevance and limitations of each theory in analysing contemporary macroeconomic issues; Successful students will typically: 5. Apply simple numerical and diagrammatic techniques to macroeconomic analysis; 6. Apply abstract theories and concepts to economic reality; 7. Interpret problems using their economic 'framing skills' of setting up and solving problems; 8. Explore issues using abstract and critical reasoning, logical deduction and induction.

Module Content: This module builds on the foundation provided by the first year module Introduction to Macroeconomics to examine macroeconomic issues on a more rigorous basis. It introduces and develops the analytical apparatuses such as the IS-LM model and the AS-AD framework that are employed in macro analysis. It also provides an insight into some of the principal models that have been devised to explain macroeconomic events and to predict the consequences of certain actions by economic agents. Finally, the module evaluates the strengths and weaknesses of the various models in relation to macroeconomic developments that are necessary to understand the financial world. The module will normally cover: 1. Macroeconomic issues and macroeconomic models - macroeconomic issues over different time horizons (economic growth, business cycles, inflation and unemployment trade-off); core of macroeconomics of the short to medium run; economic reality and models; a spectrum of macroeconomic schools and their main features. 2. Neoclassical theory of economic growth: the Solow growth model; growth accounting and total factor productivity growth; endogenous growth theory. 3. Introduction to the AS-AD framework and the classical and Keynesian models - the AS-AD apparatus for the determination of equilibrium levels of output and price. 4. Aggregate income and expenditure - composition and trend of aggregate demand; the Keynesian model of aggregate demand; the Keynesian Cross. 5. The role of the government sector in the simple Keynesian model. 6. Goods market and the IS curve, and introduction to money and the money market - interest rate and investment. 7. Demand for money - the quantity theory of money; the Keynesian analysis and post-Keynesian developments; monetarists' revival of the QTM. 8. Money market and the LM curve, and simultaneous equilibrium in the goods and money markets - the IS-LM framework; derivation of the AD curve. 9. Fiscal and monetary policies in the IS-LM model. By explaining and demonstrating via lectures how modern macroeconomic abstractions and growth theory are used in understanding important issues and the policy implications that affect complex, economic systems. In the case of seminars, it will be necessary for students to analyse macroeconomic problems by way of applying logical, but simple numerical as well as diagrammatic techniques to find solutions by using rigorous analysis based on deduction and induction. This will be related to the coursework to assess the ability of students by writing essays on economic matters that employ theory and reasoning.

Pre and Co requisites: 4BUS1033 Introduction to Macroeconomics

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
5BUS1164	Business Economics Techniques	B	15	5BUS1086 or equivalent

## 5BUS1164 Business Economics Techniques

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Recognise and discuss the value of economic concepts to business decisions; 2. Examine and define levels of competition within industries; 3. Analyse organisational design from an economic perspective; Successful students will typically: 4. Frame and solve business problems using economic tools of analysis; 5. Apply key techniques to make decisions; 6. Explore firm strategy and business policy.

Module Content: This module examines how economic concepts, tools and techniques can be usefully applied to the analysis of business problems and issues, thus enabling effective business decision-making.

Organisations ultimately survive according to the demand for their product or service, so estimating this is an essential prerequisite for other decisions such as those concerning investment. This module will explore what techniques and concepts the economist can apply in these and other important business scenarios. The following issues, inter alia, may be covered: The scope and method of business economics; Competition in industry; Tools and techniques of the business economist; Demand estimation; Investment appraisal; Cost-benefit analysis; The module will use lectures and seminars to impart the ideas and their application. The former will set out the key material and the latter will provide a forum for the exploration of some issues in greater depth. The Module Guide will detail the content, assessment and schedule. Studynet will supplement, enabling regular communication with the students as well as posting the material and providing useful links. Ultimately it will serve as the main repository for the module materials.

Pre and Co requisites: 4BUS1031 Introduction to Microeconomics 4BUS 1033 Introduction to Macroeconomics

Assessment:

Exam	Coursework	Practical
50%	50%	%

Module code	Module title	Semester	Credits	Prerequisite
5BUS1191	Economics of the Global Economy	A	15	4BUS1133 or equivalent

## 5BUS1191 Economics of the Global Economy

Semester: A

Credits: 15

Intended Learning Outcomes: 1. Recognise and discuss the value of economic concepts to analysing the global economy. 2. Examine and define the range of markets, states and other organisations which populate the global economy. 3. Evaluate the importance and measurement of economic issues at regional, national and supranational levels. 4. Analyse key economic issues with the appropriate economic approaches. 5. Explore key trends in the global economy. 6. Describe appropriate economic policy for given scenarios.

Module Content: This module will explore key features of and trends within the global economy. It examines how economic concepts, tools and techniques can be usefully applied to the analysis of key issues therein. The role and limits of the nation-state within a global environment will be considered along with the traditional economic policy issues which are typically encountered, as well as how these are addressed. The role of markets and organisations will be explored, as well as other institutions which operate at a supra-national level e.g. EU, WTO, and the extent to which they drive and shape economic activity. The impact of international trade and financial flows in the world economy will also feature. This module will explore what concepts the economist can apply to these and other important issues.

Pre and Co requisites: Economics for International Business

Assessment:

Exam	Coursework	Practical
50%	50%	%

Module code	Module title	Semester	Credits	Prerequisite
6BUS1002	Anatomy of Financial Crisis	B	15	4BUS1031 and 4BUS1033 or equivalent

## 6BUS1002 Anatomy of Financial Crises

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Analyse the interdependency between national economic policies and international economic/financial structure; 2. Evaluate the strengths and weaknesses inherent in key theories/concepts and approaches used in the analysis of financial crises 3. Critically examine the distinct, country specific features of each financial crisis as well as observable common causes behind each or some of them. Successful students will typically: 4. demonstrate a capacity to evaluate the symptoms of financial crises in different case studies; 5. discuss the strengths and weaknesses of various theories in explaining emergence of financial crises; 6. reflect on different and common causes of various financial crises covered in the module; 7. develop an ability for policy advice in relation to financial crises; 8. advance their presentation and teamwork skills.

Module Content: This module provides an opportunity to explore the major financial crises that took place across the globe since the early 20th century. It aims to reconstruct some of the financial theories on the basis of the empirical evidence as opposed to 'the theory first application later' approach. Categorically, the module is organised to cover currency crises, banking crises, twin crises and sovereign debt crises. These are studied on the basis of a number of theoretical models and perspectives, including Minskian view, balance of payments crises. The theoretical and analytical content are supported by a number of case studies, including Great Depression (1929), Latin American crises (1980s), East Asian crises (1997) and the most recent global financial crisis (2008). Each case study is used to visit/revisit the major financial theories/approaches in a more systematic way. The module is organised in a way that allows the learning outcomes to be achieved through a range of teaching and learning activities, with lectures followed by seminars in which students will be able to present their research findings on a given topic. Feedback on their progress and findings is provided by their peers and the tutor.

Pre and Co requisites: Co-requisite: 4BUS1031 Introduction to Microeconomics OR 4BUS1033 Introduction to Macroeconomics OR 4BUS1037 Economics for Business

Assessment:

Exam	Coursework	Practical
%	70%	30%

Module code	Module title	Semester	Credits	Prerequisite
6BUS1006/1008	Dissertation Economics/Finance	AB	30	

## 6BUS1006 Dissertation Economics/Finance

Semester: AB

Credits: 30

Intended Learning Outcomes: Successful students will typically: Critically examine research methods and their comparative merits in investigating various research objectives; Source, review and analyse literature and data relevant to the topic selected; Examine the limitations of data and methods of research and analysis; Set and meet appropriate dissertation objectives; Carry out extensive and up-to-date research that is incorporated accurately using the Harvard referencing system; Select and justify a suitable methodology; Synthesise and critically evaluate relevant concepts, theories and models; Link theory and use empirical data to generate pertinent and insightful conclusions; Organise and present material in a clear and lucid manner; Meet deadlines and evidence the development between the different stages of the dissertation.

Module Content: The dissertation offers the opportunity to undertake an individual piece of work that is designed to develop research skills relevant to a specific area of study. Students will be allocated an academic supervisor who will meet with students on a regular basis. On completion of the research, students will be required to produce a dissertation of between 7,000 to 10,000 words. The dissertation will be assessed using the Business School dissertation criteria that cover the management of the dissertation, the methodology used, the intellectual quality and originality, and the structure and coherence of the report.

Pre and Co requisites: Prohibited combinations: other dissertation modules.

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
6BUS1010	International Production and Governance	A	15	4BUS1031 and 4BUS1033 or equivalent

## 6BUS1010 International Production and Governance

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Discuss key economic changes in the global economy; 2. Demonstrate empirical trends; 3. Analyse different approaches and theories which explain these changes. Successful students will typically: 4. Appraise the relevant academic literature (in journals and books) which seeks to address such global change; 5. Evaluate the different approaches and theories which claim to explain changes in the world economy; 6. Determine links between theories which seek to explain changes in the global economy and their policy outcomes;

Module Content: This module explores key changes in the global economy by examining recent trends in international trade, production, investment and labour. Theories of international production are examined alongside the competitive strategies of large transnational firms. There is focus on the changing patterns of governance with regards to different varieties of capitalism and the relationship between different levels of governance; the global, the national and the local. The module emphasises the way in which both academic and business literature offer competing interpretations on the nature of these changing trends, their outcomes and their implications for policy. The module content is divided into nine units. Unit 1: Globalisation Unit 2: Ideas shaping the global economy Unit 3: A historical perspective Unit 4: The changing map of global production Unit 5: Theories of international production Unit 6: Global production networks Unit 7: Learning firms and the knowledge economy Unit 8: The political environment of firms Unit 9: Working in the global economy

Pre and Co requisites: Co-requisite: 4BUS1031 Introduction to Microeconomics OR 4BUS1033 Introduction to Macroeconomics OR 4BUS1037 Economics for Business

Assessment:

Exam	Coursework	Practical
%	100%	%



Module code	Module title	Semester	Credits	Prerequisite
6BUS1011	Issues in Global Economy	B	15	4BUS1031 and 4BUS1033 or equivalent

## 6BUS1011 Issues in Global Economy

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Evaluate changes in the world economy since the 1970s; 2. Examine the factors and developments which contributed to the process of globalisation; 3. Critically review the uneven distribution of gains associated with globalisation. 4. identify and evaluate the emerging economic challenges and opportunities presented by globalisation; Successful students will typically: 5. analyse the policy implications of the emerging issues; 6. work in groups to deliver an oral presentation;

Module Content: This module explores the fundamental economic changes in the global economy and their implications for both developed and developing economies. It addresses issues related to changes in international production, global financial structures, trade patterns, migration, global governance, environment, economic development, income distribution and poverty. The module is organised in a way that allows the learning outcomes to be achieved through a range of teaching and learning activities. Lectures will introduce and explain the main concepts related to each topic. Seminars will provide an opportunity for students to raise questions and discuss ideas presented in the lectures. The understanding of additional aspects related to the topic will be reinforced also through the use of group work, exercises and debates.

Pre and Co requisites: Co-requisite: 4BUS1031 Introduction to Microeconomics OR 4BUS1033 Introduction to Macroeconomics OR 4BUS1037 Economics for Business

Assessment:

Exam	Coursework	Practical
%	70%	30%

Module code	Module title	Semester	Credits	Prerequisite
6BUS1078	Money, Banking and Finance	A	15	5BUS1162 or equivalent

## 6BUS1078 Money, Banking and Finance

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Research and review portfolio theory; 2. Critically examine short-term rates of interest and the term structure of interest rates 3. Evaluate the role of the central bank in formulating monetary policy related to the supply and demand of money 4. Investigate the origins of government deficits and finance Successful students will typically: 5. apply the tools of economic analysis to financial issues

Module Content: The financial sector is a vital sector for any economy. It is a major and successful part of the UK economy. This module provides the techniques and concepts to analyse and understand this sector. The major theoretical underpinnings of the financial sector are explored. Thus, the module considers portfolio theory, the term structure of interest rates, demand and supply of money, monetary policy, exchange rate systems, insurance markets and the efficient markets hypothesis. The learning outcomes of this module will be achieved by a careful, systematic development of abstract models. The lectures will focus on: - the core subjects of monetary theory, such as money and banking; - the monetary policy process and the operation of the central bank; - the rôle of portfolio theory, which describes financial assets by reference to their risk and return; - the structure of interest rates, which explains, for example, the meaning of risk and term; - the effect of government financing of budget deficits on key variables such as income and inflation. This learning process is reinforced by seminars, where students use the analysis to solve problems set and learn the important concepts and issues of financial economics.

Pre and Co requisites: Co-requisite: 5BUS1086 Consumers, Firms & Markets OR 5BUS1060 Economic Growth, Aggregate Price & Income OR 5BUS1039 Macro Foundations for Finance

Assessment:

Exam	Coursework	Practical
50%	50%	%

Module code	Module title	Semester	Credits	Prerequisite
6BUS1079	Modern Econometrics	AB	30	5BUS1059 or equivalent

## 6BUS1079 Modern Econometrics

Semester: AB

Credits: 30

Intended Learning Outcomes: Successful students will typically: 1. Evaluate the role of dynamic models and their estimation; 2. Examine the difficulty of employing data-mining in the estimation of models; 3. Highlight the pitfalls of handling non-stationary data sets; 4. Appraise the need for cointegration and the error-correction model; 5. Examine the use of vector autoregression methodology. Successful students will typically: 6. estimate dynamic models and the difficulties involved; 7. Test non-stationary data and convert to stationary form; 8. Discover cointegrating variables and error-correction models;

Module Content: - Introduction: Review of the classical regression model as the well as multicollinearity, heteroskedasticity and autocorrelation. - Estimating dynamic models: Adjustment lags and the problem of estimation; the formation of expectations. - Data- mining: Alternative approaches to selecting the 'best' model and criteria. - Handling non- stationary time series: Stationary and non-stationary processes; testing for Stationary, error correction model. - Cointegration and error-correction models: Cointegration between variables via testing; the estimation of the error-correction model. - Further topics: Vector autoregressions. The aim of this module is to expose the students to recent innovations in the field of econometrics, including the evolution of co-integration methods to deal with the difficulties of spurious regression and non-stationary time series data. Also, in the midst of this, there has been increased acceptance of the use of general-to specific methodology, in conjunction with error-correction models. Therefore, the objective of this module is to give a sound grasp of recent developments. These will be achieved by a combination of lectures and practical tutorials. This will be related to the coursework to assess the ability of students by writing reports on econometric theory and its application. The final-examination takes place in order to measure the students' ability to analyses independently the subject matter via knowledge and understanding.

Pre and Co requisites: 5BUS1059 Econometrics

Assessment:

Exam	Coursework	Practical
50%	50%	%

Module code	Module title	Semester	Credits	Prerequisite
6BUS1080	Markets, Competition and Policy Performance	B	15	5BUS1086 or equivalent

## 6BUS1080 Markets, Competition and Policy Performance

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Explore relevant microeconomic theory, including the crucial role in innovation in the economy; 2. Critically examine the policy process, including implementation and evaluation. Successful students will typically: 3. Evaluate how theory translates into effective policy; 4. Analyse the importance of organisational design of both markets and business; 5. Determine the appropriate microeconomic analysis in the given circumstances.

Module Content: This module follows on from and develops ideas set out in the module Consumers, Firms and Markets. It recognises that the competitiveness of markets is a key factor and one in which government policy can both facilitate and hinder. Markets can fail and government policy can play a useful role. However, government failure is also a concern, so intervention must be used carefully. This module explores these issues which represent a longstanding, central debate in economics which, nonetheless, remains current. The effectiveness of markets and industries is also very much dependent upon organisational efficiency at the level of the business firm. The module, therefore, also considers useful approaches in this area, as exemplified by the work of the latest Nobel Laureate, Oliver Williamson. Furthermore, the module recognises that the success of the economy over time is a dynamic issue and thus explores the economics of innovation. The following will be covered in this module: - Economic policy matters - role, importance, evaluation and measurement, implementation - Market failure and government failure - Organisational design - The analysis of specific policy issues on the basis of market and government/organisational failures: health; education; science and technology; regulation; public service delivery

Pre and Co requisites: 5BUS1086 Consumers, Firms and Markets

Assessment:

Exam	Coursework	Practical
50%	50%	%

Module code	Module title	Semester	Credits	Prerequisite
6BUS1085	Macroeconomic Performance	A	15	5BUS1162 or equivalent

## 6BUS1085 Macroeconomic Performance

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Outline recent developments in alternative macroeconomic theories, particularly the New Classical, New Keynesian and selected heterodox economics thinking; 2. Examine how such theories inform the debate on the attainment of the two supreme goals for society, ie economic efficiency and social equity; 3. Recognise the rationale, design, conduct, and efficacy of macroeconomic policy in the pursuit of societal goals; Successful students will typically: 5. Explore significant contemporary economic issues concerning firms, markets, national and global economies; 6. Critically examine the relevance and limitations of alternative macroeconomic theories; 7. Apply theories, evidence and relevant techniques to the investigation of real world economic issues;

Module Content: The past few decades have witnessed significant new developments in the trends and patterns of wealth creation and distribution across the global economies. This module aims to further develop students' critical understanding of the relevance and limitations in the analysis of macroeconomic performance and policy conduct in the contemporary context. Insofar as theoretical developments are concerned, particular emphasis will be placed on the New Classical, New Keynesian and selected heterodox economics thinking on the attainment of societal goals of economic efficiency and social equity. This module will also enable students to develop an in-depth understanding of a range of practical issues concerning inflation, public finance, exchange rate regimes, financial liberalisation, international trade and globalisation. Indicative topics include: - New developments in wealth creation and distribution across the global economies - The Rational Expectations Revolution and the New Classical thinking - RE, the Lucas Critique and policy implications; Monetary and Real Business Cycles theories - Market imperfection and the New Keynesian thinking - Recent debate on economic efficiency and social equity - income and happiness; the social limit to economic growth - Innovation, tangible and intangible assets and endogenous economic growth mechanisms - The inflationary dynamics and anti-inflation policies - Public deficit, debt and financing - Globalisation and the international Purchasing Power Parity conditions - Financial liberalisation and exchange rate regimes - Globalisation and policy implications

Pre and Co requisites: Co-requisites: 5BUS1060 Economic Growth, Aggregate Price & Income AND 5BUS1040 International Trade and the Open Economy

Assessment:

Exam	Coursework	Practical
50%	50%	%

Module code	Module title	Semester	Credits	Prerequisite
6BUS1097	Contemporary Issues in Economics	B	15	

## 6BUS1097 Contemporary Issues in Economics

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Appraise the different theoretical frameworks that underpin research and inform alternative research methodologies; 2. Determine and evaluate appropriate policy proposals to contemporary issues; Successful students will typically: 3. Apply their advanced research skills to the field of economics and reflect on the outcome; 4. Analyse views on the specific contemporary issues identified, synthesise and communicate their own views appropriately.

Module Content: This module aims to enhance students' understanding of different theoretical frameworks and research methodologies in order for them to develop their understanding of how knowledge is created and develops in the area of economics. Students will then study selected key contemporary issues from an economic perspective. The exact topics will, by definition, change depending on the issues of the day, but, in all cases, students will be able to see the benefit of using appropriate tools of economic analysis. Issues will be evaluated on the basis of the quality of economic explanation offered, both in terms of theory and evidence. In this way, students can appreciate how theory can be effectively translated into real policy action. The module content will focus on current key issues which will vary according to emerging salient issues, new debates and perspective in the subject, but will be selected from fields such as: - Public service delivery - Social policy - Corporate social responsibility - International economic issues Reference will be made to the work of leading UHBS researchers.

Pre and Co requisites: Prohibited combinations: 6BUS1093 Contemporary Issues in Marketing, 6BUS1091 Contemporary Issues in Tourism Management, 6BUS1096 Contemporary Issues in Entrepreneurship, 6BUS1098 Contemporary Issues in Accounting & Finance, 6BUS1101 Contemporary Issues in

Assessment:

Exam	Coursework	Practical
%	70%	30%

Module code	Module title	Semester	Credits	Prerequisite
6BUS1140	Game Theory and Economic Applications	A	15	5BUS1086 or equivalent

## 6BUS1140 Game Theory and Economic Applications

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Examine the key theoretical concepts and ideas in economic game theory. 2. Critically assess the theoretical assumptions and the usefulness of game theory. Successful students will typically: 3. Model real-life interactions as games (analytical skills) 4. Apply game theory on a number of scenarios, find equilibria and interpret them (analytical skills, numerical skills, research skills, critical reading and writing skills)

Module Content: Introduction / Definition of a game / Definition of the “mixed strategy” / Strict and weak dominance / Successive elimination of strictly dominated strategies / Common knowledge of rationality / The Nash equilibrium / Microeconomic applications of static games (oligopolistic markets) / The problem of indeterminacy / Dynamic games / Subgame perfect Nash equilibrium / Repeated games / The Folk Theorem / The Bargaining Problem / Economic applications / Discontents / Conclusions Proposed textbook: Hargreaves-Heap, S. and Y. Varoufakis (2004), Game Theory: A critical text, Routledge The students will be encouraged to read original journal papers and related articles

Pre and Co requisites: Introduction to Microeconomics (4BUS1031) is highly recommended.

Assessment:

Exam	Coursework	Practical
50%	50%	%

Module code	Module title	Semester	Credits	Prerequisite
6BUS1157	Industry Practice for Economic Professionals	A	15	

## 6BUS1157 Industry Practice for Economic Professionals

Semester: A

Credits: 15

**Intended Learning Outcomes: Successful students will typically:** Research and analyse professionalism and ethics in their chosen field of business; Examine health and safety in the workplace; Review the mission, objectives and values of their organisation; Evaluate the applicability of academic theories and models that are relevant in the workplace; Demonstrate the use of their skills in the workplace using a variety of communication tools; Critically evaluate academic models and theories in terms of how useful they are in the workplace; Reflect on their own learning and skill development and plan appropriate action.

**Module Content:** In this module students will assess, develop and evaluate their employability skills through work-based learning. Students will use the professional framework relevant to their specialism to demonstrate competencies. Through their work, students will have opportunities to apply and critically evaluate academic theories and current business school research. Work-based learning opportunities include: placement, part-time work, internship, project work, involvement in research or volunteering.

**Pre and Co requisites:**

Pre requisites:

Employability (one of the following):

5BUS1085 Enhancing Employability

5BUS1084 Enhancing Employability in Accounting and Finance

5BUS1067 Enhancing Employability in Economics

5BUS1083 Enhancing Employability in Event Management

5BUS1081 Enhancing Employability in Human Resource Management

5BUS1082 Enhancing Employability in Marketing

5BUS1079 Enhancing Employability in Tourism

Or students need to have completed a one year placement.

Prohibited:

Business and Commercial Awareness 6BUS0279

Pre and Co Requisites further comments:

This module, Industry Practice, is core for most students at level 6. The exempt students are: direct entrants at level 6 and any students joining at level 5 and 6 with a Foundation Degree. The exempt group of students will instead study 6BUS0279 Business and Commercial Awareness as a core.

**Assessment:**

Exam	Coursework	Practical
%	100%	%



Module code	Module title	Semester	Credits	Prerequisite
6BUS1192	Analysis of Current Issues in Finance	AB	30	

## 6BUS1192 Analysis of Current Issues in Finance

Semester: AB

Credits: 30

Intended Learning Outcomes: Successful students will typically: 1. Research and analyse topical issues in the field of finance examine this theory in the context of financial practice; 2. Critically evaluate regulatory and governance frameworks in banking and financial systems; 3. Explore different concerns from corporate, banking and government perspectives; 4. Reflect on changes in the international financial market; Successful students will typically: 5. Propose a range of research topics in the field of finance; 6. Examine areas of application of quantitative techniques to analyse financial issues both individually and within groups; 7. Apply appropriate numerical skills to evaluate financial practices.

Module Content: The module contains two different yet complementary themes. They are, firstly, the introduction to topical research themes in finance and, secondly, the evaluation of such themes using quantitative analysis. The two parts are approached differently. The first part relates to studies that are of current interest to which skills of analysis can be applied - examples would include financialisation (increase in importance of the financial industry), regulation and corporate governance within the field of finance. The second part would include financial / statistical analysis for (say) takeovers, corporate failure, industry performance, capital market movements, etc. The themes are complementary as they both apply publicly available data to scrutiny. The module will be delivered using a student-centred learning approach by preparing a topic of interest from a list pre-prepared by the module leader. The listings will include issues requiring numerical and societal analysis and often drawn from agendas within the 'better' finance press. The module will have a strong research flavour and will be driven by an analytical approach. Guest lectures by researchers within the department or other universities will feature in the module and students will be actively encouraged to attend open UHBS forums where appropriate. The learning outcomes will be achieved through the application of both qualitative and quantitative skills of analysis to data which is in the public domain. The analysis will often require the use of commercial and financial data sets obtained from relevant databases. Students will be presented with topics of importance in the financial world and will learn how to structure, formulate and analyse these problem on appropriate computer software.

Pre and Co requisites: Co-requisites; 5BUS1017 Quantitative Methods for Finance, 5BUS1059 Econometrics and 5BUS1155 Quantitative Analysis for Finance

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
6BUS1195	Behavioural Finance	B	15	L5 finance or equivalent

## 6BUS1195 Behavioural Finance

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Research and critically review the theories and key empirical findings of Behavioural Finance, and examine its evolution as a field of study within traditional finance theory; 2. Evaluate basic concepts of heuristics with their causes and effects; 3. Differentiate between behavioural biases that are observed in financial decision making processes; 4. Critically review major market bubbles and their anatomy from a Behavioural Finance perspective; Successful students will typically: 6. Evaluate key themes in Behavioural Finance and their applications to the real-world finance; 7. Examine the advantages and limitations of Behavioural Finance and future direction of the field; 8. Demonstrate analysis and evaluation skills as well as the ability to work within a team.

Module Content: The module will typically cover: - An introduction to Behavioural Finance. Comparisons between behavioural and traditional finance. Key developments in Behavioural Finance. - Heuristics and framing. Reasons for using heuristics for decision making and associated problems. - Prospect theory. An introduction to key decision-making variables such as the differential treatment of losses and gains, reference points and loss aversion. - Disposition effect. A review of empirical evidence related to the disposition effect in trading behaviour and its implications. - Overconfidence and other behavioural biases. - Emotion and market bubbles. Exploration on how the subtle and complex way people's feelings affect their investment decisions and how markets periodically break down. - Familiarity bias, herding and trust. - The role of social influences in finance and investor behaviour. - Experimental economics/finance. A discussion of the basic methods and challenges of experimental finance, and its close connection to research in behavioural finance. Teaching will consist of a combination of lectures and seminars (discussions and tasks). Students are required to read all assigned reading prior to class. Students will use online and library resources for their assessment.

Pre and Co requisites: Co-requisites: 5BUS1094 Principles of Corporate Finance, 5BUS1046 Financial Management or 5BUS1158 or 5BUS1149

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
6BUS1198	Public Finance	B	15	5BUS1162 or equivalent

## 6BUS1198 Public Finance

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Recognise the necessity of the role of the state in the public sector and the limitations of government intervention in the economy; 2. Analyse different tax structures, regimes and priorities of government expenditures; 3. Evaluate different forms of financing government deficit and national debt; 4. Explore the economic and political contexts in which the public sector operates;

Successful students will typically: 5. Examine different forms of financing of the public sector, government deficit and national debt; 6. Apply relevant economic theory and reasoning in public finance; 7. Assess the framework in which budgetary decisions are taken; 8. Demonstrate effective written and oral communication skills.

Module Content: The economics of public finance deals with some fundamental current economic issues. The module focuses on present-day debates on the subject of the provision of public goods and the role of the government in the economy. It provides a review of the principal theories of the effective provision of social services, welfare state, social security, national debt and pricing of public and merit goods. Opinion on these topics and the impact of government economic activities on the allocation of resources and on the distribution of income are divided and are a gulf apart. This module will offer students a deep understanding of public finance and the budgetary process, and the implications of government borrowing and expenditures on the economy. Students during the course of this module will discover the importance of the public sector in the economy. They will learn to recognize the part played by the public sector in the global financial crisis and the changes that globalization has brought in, raising tax revenue, due to global tax competition and mobility. The module will use lectures and seminars to impart and explore the material. Use will also be made of studynet and a Module Handbook. This is a L6 module and, accordingly, students are expected to undertake an appropriate amount of reading.

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
6BUS1199	Economics of Strategy	B	15	5BUS1086 and 5BUS1164 or equivalent

## 6BUS1199 Economics of Strategy

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Evaluate economic approaches to strategy; 2. Examine the economics of organisation and technology; 3. Analyse the relevant research literature; Successful students will typically: 4. Demonstrate group working ability; 5. Examine business strategy problems by drawing from the appropriate academic economics literature and communicating their solutions in a coherent and well-researched answer; 6. Evaluate alternative solutions to strategy problems.

Module Content: This module aims to explore the contribution of economics to organisational strategy and decision-making. A rich and wide-ranging economics literature will be explored, including organisation theory, the economics of information, agency, and the economics of the firm (including Coasian, transaction cost, behavioural and managerial approaches). Students will evaluate a range of economic approaches to the governance and operation of firms and markets. The module will use lectures to impart key content, with students also being required to consult original literature (books and journal articles), including relevant textbooks such as Besanko et al (2013) and Mahoney (2005). Seminars will be used to explore issues in greater depth. The module will involve an element of assessed group work to encourage students to actively present their views and respond to challenges. The Module Guide will detail the schedule, content and assessment of this module. The UH Virtual Learning Environment will be used as a repository of materials and as a platform for assessment, communication and feedback.

Pre and Co requisites: L5 Business Economics Techniques Assessment:

Exam	Coursework	Practical
50%	50%	%

Module code	Module title	Semester	Credits	Prerequisite
6BUS1203	Industrial Organisation	A	15	5BUS1086 or equivalent

## 6BUS1203 Industrial Organisation

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Apply the knowledge of microeconomics and game theory to analytically connect to real world observation in industries; 2. Argue using abstract concepts and in a context of generality; 3. Recognise the context in which a problem is to be addressed; 4. Apply analytical methods, both theory and model based; Successful students will typically: 5. Appraise theoretical research in economics; 6. Apply mathematical, statistical and graphical techniques in an appropriate manner; 7. Communicate effectively and clearly in a written format; 8. Analyse and solve complex problems accurately.

Module Content: The module has a special emphasis on imperfectly competitive markets and it will be covering in particular various aspects of monopolistic competition and oligopolistic industries, including price and quantity competition, collusion and cartel stability, entry deterrence and predation, product differentiation, and vertical relationships. Recent developments in industrial organisation and competition policy are incorporated into the material, including current cases. The modules uses real-life competition law cases describing the behaviour of firms in the industry. Through studying theory in the context of cases, students learn how to identify the key aspects of such behaviour and how to build and use models that focus on these aspects.

Pre and Co requisites: L5 Business Economics Techniques

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
6BUS1272	Advanced Financial Decision Making	B	15	

## 6BUS1272 Advanced Financial Decision Making

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: Explore the theoretical underpinning of corporate finance; Compare and contrast approaches to finance relevant in different sectors and cultures; Assess the nature of risk management and the approaches and tools that organisations may adopt to manage this; Synthesise issues linking the financing and investment decision; Evaluate advanced financing and investment decisions; Incorporate taxation, inflation, risk into analysis of decisions; Examine finance issues that arise in international decisions.

Module Content: The module will build on previous studies at level 5.

It will seek to explore the theory underpinning finance and investment decisions.

It will also enhance the practical application introduced previously. The investment decision will consider issues such as taxation, risk, inflation, options and international implications. The financing decision will take a closer

look at cash and risk management focusing on the money markets, treasury and the use of derivatives. It will also consider how alternative organisations approach financing looking at issues for SME's, public bodies and charities and will also look at Islamic Finance as an alternative.

The interaction of the two key decisions will also be explored.

Pre and Co requisites: Prohibited combination: 6BUS1196 Advanced Financial Decisions

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
6BUS2041	Political Economy of Climate Change	B	15	

## 6BUS2041 Political Economy of Climate Change

Semester: B

Credits: 15

Intended Learning Outcomes: 1. explore the historical trajectory, evolving manifestations and uneven consequences of climate change in the context of economics; 2. appraise different political economy approaches to climate change; 3. evaluate alternative policy solutions for major climate change challenges; 4. comparatively assess different conceptual and theoretical approaches to issues related to climate change; 5. explain the role and power of different actors at national and global level in the making and breaking of climate change; 6. illustrate geographically and socio-economically uneven impacts of climate change; 7. evaluate alternative policy proposals to deal with major climate issues.

Module Content: Topics may include: Introduction to climate change; Capitalist development and Anthropocene; Mitigation vs adaptation; Sectoral manifestations of Climate Change; Conflicts and uneven impacts of Climate Change; Which political economy?; Power in the context of climate change; Climate change and the commons; Sustainable growth, green growth and degrowth; Markets (incentives and pricing) vs state / private vs public.

Pre and Co requisites: none

Assessment:

Exam	Coursework	Practical
%	100%	%

# HUMAN RESOURCE MANAGEMENT

Module code	Module title	Semester	Credits	Prerequisite
4BUS1124-0901	People and Organisations	A	15	
4BUS1124-0105	People and Organisations	B	15	
4BUS1151-0105	Introduction to Organisational Behaviour	B	15	
5BUS1030-0901	Organisational Psychology	A	15	
5BUS1037-0901	Managing People	A	15	
5BUS1037-0105	Managing People	B	15	
5BUS1049-0901	Exploring Business Ethics	A	15	
5BUS1049-0105	Exploring Business Ethics	B	15	
5BUS1054-0105	Cross Cultural Management	B	15	
5BUS1085-0901	Enhancing Employability	A	15	
6BUS1017-0901	Employment Relations	A	15	
6BUS1019-0105	International HRM	B	15	
6BUS1056-0901	Strategic HRM	A	15	
6BUS1141-0901	Leadership and Organisations	A	15	
6BUS1225-0105	Diversity and Equality at Work	B	15	
6BUS1266-0901	Leadership Theory in Practice	A	15	



Module code	Module title	Semester	Credits	Prerequisite
4BUS1124-0901	People and Organisations	A	15	
4BUS1124-0105	People and Organisations	B	15	

## 4BUS1124 People and Organisations

Semester: A **OR** B (this module has two intakes)

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. identify the key concepts and explain and critique underlying theories relating to aspects of behaviour of people within organisations; 2. interpret and explain the role of human resource management in organisations; 3. critically examine people management issues in a global context. Successful students will typically: 4. diagnose and solve organisational problems; 5. compare and contrast theories and models associated with human behaviour at work; 6. work effectively within a group and manage own learning; 7. communicate effectively, verbally and in writing.

Module Content: This module aims to provide students an introduction to the key concepts in human resource management and behaviour in contemporary organisations. It will consider the micro context of human resource management, performance and development, equality and diversity and international human resource management, predominantly taking an organisational perspective but drawing on other disciplinary approaches where applicable. Students will also explore theories and models related to learning, motivation, teamwork and individual behaviour. The module will begin by looking at topics from a micro perspective that relate to the individual within the organisation, followed by a macro perspective and a focus in small groups, and will conclude with a macro perspective of the organisation as a whole system. Topics include: • Introduction to human resource management and organisational behaviour • Individuals in organisations • Communication • Learning • Motivation • Teamwork • Performance and development • Organisational culture and human resource management • Equality and diversity • Organisational processes and leadership • International human resource management Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
%	70%	30%

Module code	Module title	Semester	Credits	Prerequisite
4BUS1151-0105	Introduction to Organisational Behaviour	B	15	

## 4BUS1151 Introduction to Organisational Behaviour

Semester: B

Credits: 15

Intended Learning Outcomes: 1. Recognise the contribution of economic approaches to understanding the business environment

2. Discuss the concept of the market and its economic analysis in both micro and macro settings

3. Identify and explain key economic issues and appropriate policy responses

4. Apply relevant economic analysis to business problems

5. Use appropriate diagrams to inform discussion

6. Derive suitable economic policy from its theoretical underpinnings

Module Content: The module provides an introduction to the nature of organisations in relation to both theory and practice. Students will identify and summarise relevant theory relating to management, leadership, motivation and performance. This will be applied to workplace examples. Students will compare leadership and management practices and the relationship between management style and motivation and performance. Understanding of the difference types of organisational structures and cultures will be developed and the formal and informal influences which determine structure and culture in different organisations. Students will explore how structure and culture contribute to business success as well as identifying the impact of teamworking on organisational performance.

Pre and Co requisites: none Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
5BUS1030-0901	Organisational Psychology	A	15	

## 5BUS1030 Organisational Psychology

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Evaluate peoples' behaviour at work 2. Evaluate how organisational psychology concepts and theories apply to organisations 3. Critically examine how organisational psychology can contribute to improved decision making for organisations & individuals  
Successful students will typically: 4. Produce and reflect on a piece of work which applies organisational psychology theory to workplace situations 5. Communicate successfully in a team

Module Content: This module will explore factors influencing people's behaviour and the ways they experience work within organisations. The content includes looking at recruitment and selection, job design and motivation, and occupational stress. We reflect on how groups function in organisations and decision making.

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
50%	50%	%

Module code	Module title	Semester	Credits	Prerequisite
5BUS1037-0901	Managing People	A	15	
5BUS1037-0105	Managing People	B	15	

## 5BUS1037 Managing People

Semester: A **OR** B (the module has two intakes)

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Evaluate the contribution people make to organisational success and the key challenges associated with managing people in organisation 2. Analyse the main strategic approaches to people management and the links to business strategies 3. Examine the scope of people management activities/practices outlining the key characteristics and contemporary debates associated with each HR activity. Successful students will typically: 4. Compare and contrast theories and models associated with people management and its related activities with practice 5. Apply knowledge to actual issues in organisations and make relevant recommendations 6. Structure written work appropriately in order to communicate HRM analysis effectively.

Module Content: Managing People provides students with an introduction to the management of people in organisations. Students draw on critical, applied and theoretical approaches, and cover aspects including recruitment and selection, equality and diversity, work life balance, performance and reward management and employee involvement. Managing people activities will be introduced from both strategic and operational perspectives. The role of the HR function and the line manager will be introduced. Students will consider how people are managed at work. When considering these approaches and activities, the module will engage with the practicalities of managing people and develop the students' critical understanding of the subject area. Indeed, throughout the module, students are encouraged to challenge the rhetoric often associated with people management in an attempt to discover the underlying operational realities. Approaches to managing people will be introduced in the lecture. Tutorial sessions are used to discuss practical aspects of these as well as for group work and discussion. Content includes: - The development of HRM, theory and practice, contextual factors, strategic approaches. - Recruitment and selection - role of R&S, models of R&S and their application, use of technology in R&S process - Equality and diversity - the case for equality and diversity. Approaches to implementing equality and diversity policies and tackling discrimination in organisations. - Flexibility - managing flexibility and work life balance. - Performance and reward management - managing people for performance, motivation and the link with reward management. - Employee participation and involvement - definition of terms. Factors affecting the success of employee involvement. - Effective communication

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
5BUS1049-0901	Exploring Business Ethics	A	15	
5BUS1049-0105	Exploring Business Ethics	B	15	

## 5BUS1049 Exploring Business Ethics

Semester: A **OR** B (this module has two intakes)

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Differentiate and evaluate different ethical perspectives and theories. 2. Apply relevant theories guidelines and laws to organisation's behaviour 3. Apply relevant theories, guidelines and laws to employee behaviour Successful students will typically: 4 Reflect on their own and others' ethical perspective 5.Select and analyse appropriate theories, guidelines and laws in the field of Business ethics

Module Content: This module aims to examine and reflect on the ethical behaviour of organisations and employees. To apply ethical theories to real and current organisational cases and activities and reflect on what responsibilities organisations have to society. It discusses guidelines, laws and external pressures and the impact these have on the ethical behaviour of organisations. The behaviour of employees and the individual choices that may when faced ethical dilemmas is also analysed. Content includes: ethical theorists, child labour, bribery, price fixing, working conditions, corporate social responsibility and whistleblowing.

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
60%	40%	%

Module code	Module title	Semester	Credits	Prerequisite
5BUS1054-0105	Cross-Cultural Management	B	15	

## 5BUS1054 Cross-Cultural Management

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Analyse the concept of culture and its relevance to issues of management and organisational behaviour; 2. Illustrate the importance of awareness and sensitivity to their own and others' cultural background and influences; 3. Highlight the key issues influencing cultural difference, which may affect leadership and motivation, communications and negotiating, decision-making and organisational relationships generally; 4. Differentiate the techniques for managing cross-cultural teams for high performance. Successful students will typically: 5. Develop critical, analytical and practical skills necessary to evaluate theoretical, empirical information and different approaches to cross-cultural management; 6. Work effectively within a group and manage own learning;

Module Content: The module aims to provide students an introduction to a contemporary, applied and critical approach to the study of cross-cultural management in an organisational context. It is particularly relevant to students of International Business and Human Resources, but should also be of interest to any student wishing to pursue a career in international business or involved in working within multi-cultural environments. It will consider a critical examination of cross-cultural management theories and models, cross-cultural aspects of leadership and motivation, cross-cultural communication and multi-cultural team working. Students will also explore theories and models related to expatriation, cross-cultural management and human resource practices and ethics. Underpinning knowledge to support the analysis of cross-cultural difference is introduced in the lectures and developed through discussion and activity in tutorials. Intellectual skills are introduced and developed throughout the module throughout discussion and activity in tutorials, and are assessed in the report and examination. Sensitivity and awareness to other cultures are developed through tutorial discussion and the report. Topics include: • Introduction to culture • Dimensions and types of culture • Research on cross-cultural issues • Cultural dimensions related to time, space and change • Communication • Multi-cultural teamwork • Expatriation • Culture and language • Equality and diversity • Ethics, culture and management • International human resource management

Pre and Co requisites: Co-requisite: 4BUS1060 Global Perspectives in Business OR 5BUS1009 The International Tourism Business

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
5BUS1085-0901	Enhancing Employability	A	15	

## 5BUS1085 Enhancing Employability

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. research the changing nature of the workplace, examining the changing needs of employers, both in general and specific organisations 2. evaluate the importance of skill attainment and career development and links with personal development planning and curriculum vitae authorship 3. research and analyse the processes of recruitment and selection and links to personal employment prospects Successful students will typically: 4. identify and apply appropriate methods of communication to issues relevant to employability within a defined sector 5. apply standard IT packages to produce reports and other documents, pertaining to employment and employability 6. classify, analyse and evaluate numerical data and narrative to seek solutions related to structured and semistructured problems, related to employment issues 7. describe methods of team working and assess personal effectiveness within a team 8. reflect on skills' attributes, recognising gaps for development and action planning with regard to employment and academic skills

Module Content: The module is designed to equip the students with knowledge and understanding pertinent to employment and with personal skills to assist them in enhancing their employment prospects while maintaining and enhancing their academic skills. It will also help students to continue to develop their employability skills. Students will identify a potential career area, research relevant employment issues and analyse specific opportunities available in this field before carrying out appropriate analysis leading to the formalisation of a career action plan. Module content will include: - The changing nature of the workplace and employer needs - Job search and career planning - Personal development planning - Recruitment and selection processes including the use of assessment centres - Career development theory - Contemporary issues affecting employment and employability Initially, classes will be lecture and workshop-based to introduce the key employability concepts and the importance of career planning; to assist the students in researching employment and employability; to assist in the preparation of a CV and a career action plan. Teams will then be 'set' for the second assignment. A list of relevant topics will be produced each year. Lectures and workshops will be used to enable students to understand and then effectively research the topic they have chosen for their presentation; the dynamics of effective group working; making effective presentations.

Pre and Co requisites: 5BUS1083 Enhancing Employability in Event Management, 5BUS1081 Enhancing Employability in Human Resource Management, 5BUS1071 Employability for IT Professionals, 5BUS1084 Enhancing Employability in Accounting & Finance, 5BUS1067 Enhancing Employability in

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
6BUS1017-0901	Employment Relations	A	15	

## 6BUS1017 Employment Relations

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Analyse the employment relationship as a key aspect of human resource management activity 2. Evaluate the roles and structures of the key actors in employment relations (employers, trade unions and the State) 3. Examine the range and diversity of employment relations management styles, strategies, policies and procedures 4. Explore the impact of external factors on employment relations policy and practice, such as domestic and European employment legislation and Government and EU industrial policies Successful students will typically: 5 Carry out up to date research 6. Organise & present material in a clear and lucid manner

Module Content: The module encourages students to critically evaluate different theories and perspectives on employment relations. It also equips students to be able to practically undertake important aspects of the employment relationship such as bargaining and conflict resolution. The module considers the roles of the key actors in employment relations: management, trade unions and the State. The module evaluates different employment relations approaches and evaluates the design and application of processes, policies and procedures in areas such as: discipline and grievance, dismissal, collective bargaining, individual and collective negotiation, employee engagement, conflict and industrial sanctions, conciliation, mediation and arbitration and diversity management. The module also focuses on the impact of legislation, both European and domestic, on employment relations. The underpinning knowledge students need to undertake this module is introduced via the lectures, directed reading and tutorial participation. Students are expected to familiarise themselves with the lecture and seminar topics by reading selectively from the reading lists and to subsequently present and discuss their findings in tutorials. The examination forms the final vehicle for assessment of knowledge and understanding. Research and data- gathering skills are required in preparation for tutorial discussion and for successful completion of the coursework. Critical and evaluative skills are developed throughout the module; for example, in the presentations and discussions during tutorials, and these are assessed in both coursework and examination. Other relevant employment relations skills are developed, for example, in a negotiation exercise. Transferable, personal and social skills are developed throughout the module

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
60%	30%	10%



Module code	Module title	Semester	Credits	Prerequisite
6BUS1019-0105	International Human Resource Management	B	15	

## 6BUS1019 International Human Resource Management

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Differentiate between (domestic) human resource management (HRM) and international HRM; 2. Critically analyse contextual, political, cultural and institutional explanations for varying manifestations of HRM across national boundaries; 3. Evaluate structures and employment strategies in multinational corporations (MNCs); 4. Assess major features of context and comparative HR practices in selected regions. Successful students will typically: 5. Critically analyse and evaluate research in the IHRM field from desk-based sources, and synthesise this information into a correctly referenced report 6. Communicate ideas effectively in a team

Module Content: The module provides contemporary, applied and critical insights into the management of people across borders and in multinational corporations (MNCs). The HR implications of managing international assignments are investigated, and in-depth exposition provided of HR contexts and features in major global regions. The module appears to students specialising in HRM and international business, and is also relevant to those working/planning to work in an international environment. The content includes an analysis of differences between national and international HRM, examines structures and strategies of MNC's and the ethical issues impinging upon international business in the field of employment. The module also considers the management of the expatriation cycle- recruitment, training, pay, performance management and repatriation. An analysis of industrial relations structures/systems for employee participation in north America, Europe and Australasia and an exploration of political/economic environments and major features of HR/employment practice in these continents and developing countries. The underpinning knowledge students need to undertake this module is introduced via the lectures, directed reading, TV, radio programmes and tutorial participation. Students are expected to familiarise themselves with the lecture and seminar topics by reading selectively from the reading lists, watching recommended TV programmes and listening to recommended radio programmes. They then subsequently present and discuss their findings in tutorials. The examination forms the final vehicle for assessment of knowledge and understanding.

Pre and Co requisites: Co-requisite: 4BUS1026 People Resourcing OR 5BUS1037 Managing People

Assessment:

Exam	Coursework	Practical
70%	25%	5%

Module code	Module title	Semester	Credits	Prerequisite
6BUS1056-0901	Strategic Human Resource Management	A	15	

## 6BUS1056 Strategic Human Resource Management

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Examine HRM theory and its application in practice in relevant initiatives and interventions; 2. Assess the development of key strategic management and organisational practices that impact on the provision of HR strategy and practice; Successful students will typically: 3. Apply critical, analytical and research skills to analyse HRM research findings and different approaches to the study of HRM, using a variety of academic and practitioner sources

Module Content: Students will analyse contemporary HRM theory and practice. The module provides a contemporary, applied and critical approach to the study of human resource management in an organisational context. Underpinning knowledge is introduced and developed throughout the module of current trends in HRM. Intellectual skills are introduced and developed throughout the module. These are developed through critical debate and discussion in tutorial sessions and are assessed in the course work and examination. Independent thought is encouraged through tutorial sessions and the individual assessment. Content includes:  
- The synergy between HRM theory, application and practice with respect to broader organisational issues and current HRM trends. - The impact of HRM on performance. - The implications of organisational culture on HRM policy and practice, eg commitment and control, the design of work, approaches to performance management, work life style balance, diversity, HR branding, discipline and surveillance and reward management. - Improving business performance through HRM.

Pre and Co requisites: Co-requisite: 4BUS1026 People Resourcing OR 5BUS1037 Managing People

Assessment:

Exam	Coursework	Practical
50%	50%	%

Module code	Module title	Semester	Credits	Prerequisite
6BUS1141-0901	Leadership and Organisations	A	15	

## 6BUS1141 Leadership and Organisations

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Explore the origins and contemporary applications of management and leadership theory 2. Compare and contrast alternative approaches to management and leadership practice 3. Appraise the distinctions between different change contexts and styles of leadership Successful students will typically: 4. Critically evaluate strategic decision-making and planning, using practical examples of strategic leadership and change processes 5. Assess different approaches to leadership and management 6. Critically analyse the effectiveness of particular organisational leadership styles

Module Content: This module explores leadership and management within the context of the business organisation, complementing the knowledge and understanding of strategic issues developed through studies on the companion module 6BUS1143 Business Strategy. It examines the development of leadership and management theory as well as discussing contemporary applications of theoretical approaches. Leadership styles and models are analysed, including their impact on follower performance. Students will be constantly reminded that the leaders of organisations often experience strategy in action/implementation as a messy, unstructured process. Up-to-date real world examples will be used, together with textbook cases, to appraise the effectiveness of particular organisational leadership styles and to show how strategic leaders and their followers interact in practice. The module will consider a range of paradoxical issues and problems. Themes covered will include leadership styles; change management processes and contexts; the differences between internal and external stakeholder influences on the strategy process; and the relationships within and between organisations, including the influence of informal networks. Students will be encouraged to take a critical approach to the study of management and leadership with a strong emphasis on developing an understanding of the impact of both internal and external change contexts on leadership and management practice.

Pre and Co requisites: Co Requisites: •6BUS1143 Business Strategy OR 6BUS1013 Business Strategy OR 6BUS1117 International Strategic Management AND •4BUS1026 People Resourcing OR 4BUS1064 People and Organisations OR 5BUS1037 Managing People OR 5BUS1087 Managing People B

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
6BUS1225-0105	Diversity and Equality at Work	B	15	

## 6BUS1225 Diversity and Equality at Work

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Analyse and critically assess the changing nature of inequality at work. They will be able to evaluate different theoretical frameworks and approaches to questions of forms of diversity at work, assessing the role of historic inequality in the patterns of diverse labour force. 2. Examine the equality and diversity strategies and policies implemented by organizations, together with an assessment of their effectiveness. 3. Consider and critique the role of different actors such as the state, trade unions and employers in relation to equality and diversity at work. Successful students will typically: 4. Develop research skills for deeper understanding of these topics. 5. Synthesise and evaluate the information gained, and to appraise it historically and in comparison to other European countries.

Module Content: The module aims to develop an understanding of inequalities and diversity at work. Its approach is to explain and critically analyse concepts such as job segregation on the basis of race and gender, different patterns of work and time, and pay inequality. It will consider these questions from a historical perspective, centred on the UK but developing comparative perspectives with other European countries. The module will consider and critically evaluate the various theories concerning gender and other questions of equality. In addition it will examine the relationships of women to the labour market in different periods, and the relationship between this and their domestic roles. The module will consider the role of the state, employers and trade unions in relation to equality and diversity at work, and will examine the legal framework underpinning these issues. Successful students will develop familiarity with a range of concepts and theories which attempt to analyse equality and diversity, and will have the opportunity to research topics in more depth in order to further understand and critically assess their application. They will be able to assess different forms of equality and inequality in work, comparing the extent of their impact on individuals and on the wider structures of work and society.

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
6BUS1266-0901	Leadership Theory in Practice	A	15	

## 6BUS1266 Leadership Theory in Practice

Semester: A

Credits: 15

**Intended Learning Outcomes:** The aims of this module are to enable students to explore leadership theory and practice from both a personal and organisational perspective. The theoretical underpinnings of leadership and a range of models and theories are explored. Personal styles, the organisation's impact and responsibilities held by leaders are also considered. Successful students will typically: 1. Critically assess alternative theories of leadership; Review and reflect on the role and impact of organisational context on leadership; Examine leadership responsibilities and behaviour; Evaluate differing approaches to leadership and their respective advantages and disadvantages in different working contexts; Apply theoretical leadership styles to a range of organisational scenarios; Write a personal leadership development plan,

**Module Content:** This module encourages students to explore leadership theory and practice from both a personal and organisational perspective. The theoretical underpinnings of leadership and a range of models and theories are explored. Personal styles, the organisation's impact and responsibilities held by leaders are also considered. The impact of leaders on employee motivation, organisational culture and change are addressed.

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
%	100%	%

# MARKETING

Module code	Module title	Semester	Credits	Prerequisite
4BUS1010	Principles of Marketing	B	15	
4BUS1011	Introduction to Marketing Communications	B	15	
4BUS1082	Principles of Marketing (CIM)	A	15	
4BUS1134	Marketing for International Business	A	15	
4BUS1155	Understanding Marketing	A	15	
4BUS1163	Understanding Data	A	15	
4BUS1164	Essential Skills in Marketing	A	15	
4BUS1165	Digital Landscape	B	15	4BUS1167
4BUS1166	Business Environment	B	15	
4BUS1167	Content Creation	A	15	
4BUS1168	Preparing for Professional Success	B	15	
5BUS1016	Digital Marketing in Practice	A	15	
5BUS1080	Enterprise	B	15	
5BUS1118	Consumer Behaviour	B	15	
5BUS1209	Marketing Insight, Analysis and Planning	A	15	4BUS1010 or equivalent
5BUS1210	Social Media and Social Influence	A	15	
5BUS1214	The Digital Experience	B	15	4BUS1165 and 4BUS1167 or equivalent
5BUS1215	Marketing Research	B	15	
5BUS1217	Innovation and Business Model Design	B	15	
5BUS1218	Campaign Insight, Analysis and Planning	A	15	
5BUS1219	Advertising Concepts and Creativity	A	15	Together with 5BUS1218
5BUS2031	Global Consumer Markets, Issues and Trends	A	15	
6BUS1239	Entrepreneurship, Innovation and Creativity	B	15	
6BUS1259	Integrated Marketing Communications	A	15	4BUS1011 or equivalent
6BUS1273	The Future of Marketing	A	15	
6BUS1274	Branding and Communications Strategy	A	15	4BUS1011 or equivalent
6BUS1276	Strategic Product Management	A	15	
6BUS1277	Agency Practice and Management	B	15	5BUS1218
6BUS1278	Digital Venture Creation	B	15	5BUS1217
6BUS1279	Managing the Customer Journey	A	15	5BUS1214
6BUS1280	Digital Analytics and Social Media Monitoring	B	15	4BUS1167 and 5BUS1214
6BUS1284	Global Marketing	B	15	4BUS1082 or 4BUS1010

Module code	Module title	Semester	Credits	Prerequisite
4BUS1010	Principles of Marketing	B	15	

## 4BUS1010 Principles of Marketing

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Define marketing, explain its role within an organisation and its relationship to other business activities; 2. Examine the principles that underpin marketing theory; 3. Present rational marketing recommendations.

Successful students will typically: 4. Reflect on the principles of the marketing theory; 5. Present their views clearly; 6. Search for and identify relevant marketing information in the LRC; 7. Reference their work using the Harvard system.

Module Content: This initial marketing module, which assumes no prior knowledge of marketing, aims to introduce students to some of the key ideas of marketing and is suitable for both marketing and non-marketing students. It examines the environment within which organisations operate and the role of marketing within the organisation so that students can understand the context within which marketing personnel work, and the different activities which are carried out under the umbrella term of 'marketing'. Concepts central to an understanding of marketing are considered - segmentation; targeting and positioning; the product life cycle; the 4Ps; buyer behaviour, etc. The module will aim to cover topics such as: - Role and application of marketing - The marketing micro and macro environment - Buyer behaviour - Marketing research - Market segmentation, positioning and targeting - Product policy - Pricing strategies - Distribution strategies - Marketing communications Students are expected to prepare work for weekly discussion in tutorials. All work is produced individually.

Pre and Co requisites: Prohibited: 4BUS1004 Principles of Tourism Marketing and 4BUS1050 Principles of Marketing B

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
4BUS1011	Introduction to Marketing Communications	B	15	

## 4BUS1011 Introduction to Marketing Communications

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically 1. Demonstrate an understanding of the key marketing communications concepts, practices and underpinning theory. 2. Discuss the application, advantages and disadvantages of relevant traditional and digital communications tools. 3. Explain organisations' use and effectiveness of paid, owned and earned marketing media. 4. Review an organisation's marketing communications campaign. 5. Explain how the campaign uses marketing communications theory.

Module Content: The module will introduce students to the various traditional and digital marketing communications tools and channels. The module provides a basic understanding of relevant integrated marketing communications, social influence and messaging theories. This module will cover the main areas of advertising, digital marketing tools, content and direct marketing and PR. Students will be introduced to differences between paid, earned and owned media. Students will be introduced to communications theories, concepts and tools for example, the promotion mix, the digital promotion mix Paid, earned and owned media, integration of media, the communications process, the influencer model, identifying messages and target audiences, models including RACE and AIDA.

Pre and Co requisites:

Pre-requisite – 4BUS1082 Principles of Marketing.

Assessment:

Exam	Coursework	Practical
%	100%	



Module code	Module title	Semester	Credits	Prerequisite
4BUS1082	Principles of Marketing (CIM)	A	15	

## 4BUS1082 Principles of Marketing (CIM)

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Define marketing, explain its role within an organisation and its relationship to other business activities; 2. Present rational marketing recommendations; 3. Identify internal and external customers, and evaluate how understanding customers can assist in designing appropriate marketing activities to engage and support customers to achieve long-term customer loyalty 4. Reflect on the principles of the marketing theory; Successful students will typically: 5. Present their views clearly; 6. Search for and identify relevant marketing information in the LRC; 7. Reference their work using the Harvard system. 8. Explain the importance of understanding customers, and how marketing information aids the better development of marketing activities to achieve customer satisfaction; 9. Assess different ways in which to communicate with both internal and external customers in order to develop, maintain and strengthen customer relationships.

Module Content: The module aims to introduce students to some of the key ideas of marketing and is suitable for both marketing and non-marketing students. It examines the environment within which organisations operate and the role of marketing within the organisation so that students can understand the context within which marketing personnel work, and the different activities which are carried out under the umbrella term of 'marketing'. Concepts central to an understanding of marketing are considered - segmentation; targeting and positioning; the product life cycle; the 4Ps; buyer behaviour, etc. The module also provides some insight into the practicalities of developing internal and external relationships, including consideration of networking, collaboration and co-operation in order to reduce the potential for conflict. The module will aim to cover topics such as: - Role and application of marketing - The marketing micro and macro environment - Buyer behaviour - Marketing research - Market segmentation, positioning and targeting - Product policy - Pricing strategies - Distribution strategies - Marketing communications -Customer service and customer relationship and stakeholder management Students are expected to prepare work for weekly discussion in tutorials. All work is produced individually. This module prepares the students to take the professional body, Chartered Institute of Marketing (CIM) Marketing Principles Award as an option. No extra study is required, as the learning outcomes for this are built into this module. If students wish to gain the CIM qualification 'Introductory Certificate in Marketing', they would be required to: -take up a second unit as an extracurricular study -attend workshops and personal tutoring sessions as required - submit and successful pass the CIM assignment -additional fees may apply

Pre and Co requisites: Prohibited: 4BUS1004 Principles of Tourism Marketing and 4BUS1050 Principles of Marketing B

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
4BUS1134	Marketing for International Business	A	15	

## 4BUS1134 Marketing for International Business

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Define marketing and explain its role within an organisation in a global context 2. Discuss local and international macro and micro environmental factors that impact upon marketing decisions within the organisation 3. Understand the key components of the global marketing mix and their use in communicating with businesses and customers 4. Explore the implications of cross-cultural differences in consumer buyer behaviour Successful students will typically: 5. Reflect on the principles of marketing theories in a global context 6. Identify and apply appropriate elements of the global marketing mix and present rational marketing recommendations 7. Explain the impact of cultural differences on global marketing activities

Module Content: Students will first gain insight into the role and importance of marketing within organisations before considering global political, economic, social/cultural, and technological factors that present both opportunities and threats to marketing decision making and outcomes. Students will then be taken through core marketing theories and concepts related to researching and developing a basic marketing plan for goods and services in local, regional and global markets. Included will be discussions of how to segment markets to identify the customer groups that the organisation can best serve in a sustainable and ethical manner. Students will also look at the principles of consumer and business buying behaviour, how these may differ across the world and factors that influence buyers pre, during and post purchasing. Positioning and branding will be discussed along with core elements of the marketing mix in a global context (product, price, promotion and place) and how to evaluate outcomes. The module will be taught through lectures and tutorial workshops. Lectures develop understanding of relevant theories, concepts and principles of marketing and marketing decision making. Examples to illustrate theories and concepts will be taken from a range of global organisations and contexts. Tutorial workshops will clarify understanding and develop students' appreciation of how marketing works in practice, its critical role in organisational success and how marketing decision areas are integrated to allow organisations to successfully and sustainably meet customer needs and achieve customer value. Case studies, exercises, readings and discussions will support student learning within the tutorials. Students will be expected to develop their ideas and opinions through guided reading, assignments and participation in classroom activities.

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
4BUS1155	Understanding Marketing	A	15	

## 4BUS1155 Understanding Marketing

Semester: A

Credits: 15

Intended Learning Outcomes: 1. Explore the key marketing concepts as stipulated in the Chartered Institute of Marketing Award for Marketing Principles. 2. Discuss the underpinning theories that drive marketing decisions (for example marketing mix, consumer behaviour, 3. Collect data from a variety of authoritative and current sources and communicate results effectively in an appropriate format.

4. Synthesise information in order to draw connections between theory and current marketing practice.

5. Use pre-defined marketing planning techniques.

Module Content: This marketing module assumes no prior knowledge of marketing and aims to introduce students to some of the key concepts of marketing. It is designed for Business students to gain an overall appreciation of the field of marketing. Students will understand the importance of marketing within the organisation and how other functions interact it. Students will explore key marketing theories and planning tools in the context of current practice.

Pre and Co requisites: none

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
4BUS1163	Understanding Data	A	15	

## 4BUS1163 Understanding Data

Semester: A

Credits: 15

Intended Learning Outcomes: 1. Identify different types of secondary data sources and its origination; 2. Appreciate and recognise the relevancy of data in different functions in organisations; 3. Understand where data assists in solving marketing/organisational issues; 4. Review data sources and apply to organisational problem solving; 5. Demonstrate relevant numeracy skills in the manipulation and interpretation of relevant data using Excel; 6. Present data in spreadsheets, tables, charts, reports.

Module Content: This module introduces students to types of data that marketers need to understand in order to manage marketing activities. The emphasis of this module is on understanding the significance of the data in the marketing function. Examples of data that students will be introduced to – Structured v Unstructured data. To illustrate this, students will be exposed to different secondary data sources to understand the market metrics of market share, market size, sales volume, ratios, brand position, financial data (profit/loss and revenue) and audience behavioural data. A broad range of data sources will be studied including market research reports, company reports and accounts; audience research. Students will be expected to use Excel skills in the interpretation and presentation of data.

Pre and Co requisites: none

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
4BUS1164	Essential Skills in Marketing	A	15	

## 4BUS1164 Essential Skills in Marketing

Semester: A

Credits: 15

**Intended Learning Outcomes:** Successful students will typically: Understand the essential skills required for undergraduate study including literacy, writing, research and digital literacy; Identify essential skills necessary for professional development in the field of marketing; Review current skills and identify skills gaps and produce a personal development plan to address skills gaps; Demonstrate evidence of personal development actions and certifications taken during the module to address skills gaps; Demonstrate proficiency in study and professional development skills including literacy, numeracy, research and digital literacy.

**Module Content:** This module introduces students to essential academic and practical skills that they will need throughout their studies. Classroom activities will include academic skills of reading, writing, and research. Recognising that not all students start at the same place with practical and digital skills, this module will start with diagnostics to identify skills gaps including JISC diagnostics. Students will go on to develop a personal development plan to address skills gaps. Resources including CASE and LinkedIn Learning will be used as part of a blended learning approach to address personal action plans. Students will be expected to demonstrate through a portfolio of evidence that they have completed their personal action plan.

Pre and Co requisites: None

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
4BUS1165	Digital Landscape	B	15	4BUS1167

## 4BUS1165 Digital Landscape

Semester: B

Credits: 15

Intended Learning Outcomes: 1. Explain the impact of the external digital environment, emerging technologies and digital marketing platforms on the whole marketing mix; 2. Demonstrate an understanding of digital customer behaviours and segmentation; 3. Appreciate the impact of digital technology, transformation and disruption on business models; 4. Engage in collaborative research to identify opportunities to use digital technologies for innovation in the marketing mix; 5. Discuss contemporary issues that impact marketers arising from disruptive technology, digital transformation and data driven marketing.

Module Content: This module will expand upon the digital aspects of Introduction to Marketing Communications. It will look specifically at the nature of the digital customer including device usage and online consumer behaviour. Students will be introduced to the concepts of digital transformation and digital disruption. Students will consider the impact of the digital environment on all 7Ps. Students will consider upcoming technologies and their impact on marketers (for example emergence of voice technology, search marketing, and artificial intelligence).

Pre and Co requisites: Co requisite 4BUS1167 Content Creation

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
4BUS1166	Business Environment	B	15	

## 4BUS1166 Business Environment

Semester: B

Credits: 15

Intended Learning Outcomes: 1. Identify the external environmental influence on marketing management including political, economic, socio-cultural, technological, legal and environmental factors; 2. Describe contemporary issues around sustainability, business ethics, law and globalisation as pertains to the marketing function; 3. Demonstrate commercial awareness and an understanding of current affairs; 4. Explore market context to enable marketing decisions; 5. Produce a marketing audit using a relevant academic tool, such as PESTLE.

Module Content: The module enables students to identify the impact of the external environment on marketing decisions. It will cover for example such aspects as economic and social trends including business ethics, sustainability, law and globalisation. Students will be encouraged to explore the marketing context by demonstrating an ability to gather information, apply knowledge by using relevant frameworks to inform marketing decisions.

The module will aim to foster an appreciation of the importance of commercial awareness and to embed this into their marketing practice. Students will be encouraged to be conversant with current affairs and the impact of topical issues in business on marketers.

Students will be introduced to the PESLE and/or other relevant tools and models, and how to use these critically in the production of a marketing audit.

Pre and Co requisites: None

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
4BUS1167	Content Creation	A	15	

## 4BUS1167 Content Creation

Semester: A

Credits: 15

Intended Learning Outcomes: 1. Demonstrate an understanding of the communications and messaging theories that underpin content marketing; 2. Explain the role of content marketing in the context of paid, owned and earned media; 3. Explain the relationship between content marketing and search engine optimisation; 4 .Use a range of digital content production tools to produce marketing content in a range of formats, exploring visual, video and written form; 5. Create search engine optimised digital content for use in marketing communications; 6. Use literacy and copywriting skills to craft effective messages.

Module Content: This is a practice-based module, that enables students to apply communications theory to the production of marketing content. Students will learn the practical and creative skills required to produce a portfolio of marketing content, such as video, images, text and print using a range of digital tools. Skills include creativity, copywriting and video production. Students will be able to use appropriate software to create effective pieces of communication suitable for online and offline campaigns. Practical skills will be developed in the context of messaging, content marketing and search marketing theories.

Pre and Co requisites: None

Assessment:

Exam	Coursework	Practical
%	100%	%



Module code	Module title	Semester	Credits	Prerequisite
4BUS1168	Preparing for Professional Success	B	15	

## 4BUS1168 Preparing for Professional Success

Semester: B

Credits: 15

Intended Learning Outcomes: 1. Demonstrate an understanding of the roles available in the marketing industry and a personal vision for a chosen field within marketing; 2. Identify activities for professional engagement with professional bodies, the marketing industry and employers; 3. Recognise the importance of continual professional development; 4. Develop transferable skills, attributes and attitudes including resilience, ambition, networking organisation, time management, and work ethic; 5. Demonstrate an ability to express their personal branding in person, and in writing and online; 6. Produce a personal development plan to gain practical industry experience in scholarly and work-based environments.

Module Content: This module aims to develop the professional skills for success in the marketing industry and provides an overview of marketing, advertising and digital professional roles available. Students will develop their ability to present themselves in person, in writing and online including the production of an online presence, for example using professional social media platforms. Students will identify opportunities for professional engagement for example through internships, work experience, work shadowing, professional qualifications, online courses and visiting exhibitions/seminars; and produce and start to implement a personal plan for achieving relevant experience, which students are expected to continue with throughout their degree. Students will be taught aspects of personal branding, networking skills, presentation and pitching skills, resilience and preparing to work in a pressured environment with high expectations.

Pre and Co requisites: None

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
5BUS1016	Digital Marketing in Practice	A	15	

## 5BUS1016 Digital Marketing in Practice

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Analyse digital marketing trends in the current marketplace; 2. Evaluate the key strengths and weaknesses of 'e- marketing' compared to traditional marketing, and determine the limitations of e-marketing techniques; 3. Assess the contribution and role of digital marketing in complimenting the traditional marketing mix; 4. Examine the changing relationship between buyers and sellers as a consequence of the 'e' revolution. Successful students will typically: 5. Conduct research and analysis, both individually and as part of a team, into theoretical and practical elements of digital marketing; 6. Critically discuss/contrast the strengths and weakness of the 'e' approach; 7. Assess the changing relationship between buyers and sellers as a consequence of the 'e' revolution.

Module Content: Digital marketing highlights the impact of IT on the key marketing concepts and tools (market research; segmentation, targeting positioning; consumer buying behaviour; marketing information systems; strategy and planning; and marketing mix). The role and development of the internet will play a significant part in this module. The module introduces students to key topics within online marketing with the opportunities and threats the online media offers today's marketers. It aims to put into practice theories and concepts through a range of different assessments and by drawing on the experience of successful practitioners. It combines academic marketing theories with hands-on exercises and exposure to various business sectors. One of the assessments is group-based to fit the requirements of working in a real life setting for a digital agency or business client (where possible).

Pre and Co requisites: 4BUS1082 Principles of Marketing (CIM) or 4BUS1010 Principles of Marketing

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
5BUS1080	Enterprise	B	15	

## 5BUS1080 Enterprise

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Research and assess the nature and impact of entrepreneurship for social and economic development; 2. Evaluate the practical problems, challenges and risks faced by entrepreneurs; Successful students will typically: 3. Apply different approaches to research and methods of enquiry related to aspects of enterprise; 4. Identify and analyse problems and communicate effectively viable solutions on issues pertaining to enterprise; 5. Work successfully in a team and reflect on their own effectiveness within that team;

Module Content: In this module, students study the nature of enterprise and entrepreneurship, its importance to society and the individual personal opportunities that developing enterprise skills provides. Students will also work in a team to identify a new business opportunity and take this idea through the full business planning cycle, ending in a formal presentation of their proposed enterprise. Topics covered will normally include: - Concepts of enterprise and entrepreneurship - The economic impacts of enterprise - Insights into developing new ideas - Construction of business plans - Sources of advice and support schemes - Net working Experts from business and commerce will aid academic staff in providing workshops on particular aspects of business planning and role play. Students will be encouraged to form cross-disciplinary teams that is necessary to create a business idea in order to develop a business plan for launching that idea. With the practical perspective a variety of opportunities will be offered to the students to take their ideas forwards, including pitching to a panel of external judges. Further support and assistance is provided for students to take part in university-wide competitions.

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
5BUS1118	Consumer Behaviour	B	15	

## 5BUS1118 Consumer Behaviour

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. synthesise theories and models associated with cognitive/behavioural psychology and their impact on overall consumer behaviour; 2. examine the differences between perceptions, cognitive and behavioural learning, attitudes and behaviour as they affect the individual consumer's behaviour; 3. apply the relationships between this theory and the overall subjectivity of consumer marketing strategy practices; Successful students will typically: 4. research studies on behavioural psychology and consumer behaviour; 5. practically apply behavioural psychology and consumer behaviour theory to real and simulated business situations, including the analysis of a marketing campaign.

Module Content: The cognitive versus behavioural approach to consumer analysis is compared and evaluated. The understanding of consumers and their behaviour will enable students to have a greater understanding of target customer segmentation and product/brand positioning for the development of product, pricing, distribution and marketing communication strategies. Perception of the self and brands is considered along with the social issues of behaviour, beliefs and personality and its longer-term impact on consumer learning. The module offers an introduction to the psychology of the consumer, and the impact that this has for the Marketer in creating, developing and delivering customer-valued products and services. Where possible, this module will draw on the expertise of academics and industry practitioners to introduce the principles associated with psychology and behaviour and the relationship between theory and practice

Pre and Co requisites: 4BUS1082 Principles of Marketing (CIM)

Assessment:

Exam	Coursework	Practical
	100%	%

Module code	Module title	Semester	Credits	Prerequisite
5BUS1209	Marketing Insight, Analysis and Planning	A	15	4BUS1010 or equivalent

## 5BUS1209 Marketing Insights, Analysis and Planning

Semester: A

Credits: 15

**Intended Learning Outcomes:** Successful students will typically: Explain the process of marketing planning from data collection to implementation and apply the relevant marketing planning theories and models used within this process; Identify the types of data and data sources used to understand customer behaviour and develop the customer insights that inform marketing plans; Determine how businesses understand their customers and potential customers using a range of data sources; Critically examine, analyse and interpret a wide range of data sources including secondary research and other sources of data; Develop numeracy and analytical skills to identify customer insights from various data sources that can be used to inform a marketing plan; Synthesise and interrogate data to test a variety of planning scenarios; Integrate the findings of internal and external market data into a marketing plan that responds to the opportunities presented by changing customer needs.

**Module Content:** The ability to identify, analyse and interpret data from a variety of sources will enable students to gain a greater understanding of how marketing decisions are made and how marketing plans are developed to maximise identified market opportunities. This module will support students seeking to gain a career in marketing planning, customer and market analysis, and marketing management.

**Pre and Co requisites:** Requisites 4BUS1082 – Principles of Marketing or 4BUS1010 – Principles of Marketing

**Assessment:**

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
5BUS1210	Social Media and Social Influence	A	15	

## 5BUS1210 Social Media and Social Influence

Semester: A

Credits: 15

**Intended Learning Outcomes:** Successful students will typically: Develop a critical understanding of relevant social media theories and how they relate to marketing and consumer behaviour theory; Explore consumer and industry trends, and contemporary issues, in the role, use and application of social media to inform social media marketing plans; Understand the ways in which social media and influencers impact on consumer decision making and consumer perceptions; Analyse social media trends and related consumer behaviour in the context of theory and best practice; Evaluate different approaches in order to devise a social media marketing plan incorporating a mix of paid, earned and owned social media that will meet marketing objectives; Synthesise knowledge of theory and practice in order to implement a social media campaign making use of appropriate software tools.

**Module Content:** This module aims to give marketing students an understanding of the role and application of social media in a marketing context. The module examines marketing theories that inform successful social media plans and introduces students to practical skills to implement those plans. Many marketing graduates work in social media positions. This module will prepare them with practical skills that will enhance their employability in this contemporary marketing field. This module is particularly pertinent to students wishing to develop a dissertation on social media theory and application.

**Pre and Co requisites:** Requisites 4BUS1165 Digital Landscape

Exam	Coursework	Practical
%	50%	50%

Module code	Module title	Semester	Credits	Prerequisite
5BUS1214	The Digital Experience	B	15	4BUS1165 and 4BUS1167 or equivalent

## 5BUS1214 Digital Experience

Semester: A

Credits: 15

**Intended Learning Outcomes: Successful students will typically:** Demonstrate an understanding of good design principles related to digital experiences; Illustrate the impact of digital experience design on search engine optimisation; Map and test consumer/user experience in relationship to objectives; Apply digital design and customer/user experience theory to the performance of a digital experience in terms of structure, aesthetics, usability and accessibility; Produce a creative design brief for a digital tool (eg website, mobile app, voice activated device, VR) mapped to customer journey frameworks.

**Module Content:** This module will introduce students to theories and practice related to the creation of effective customer and user experiences in a digital environment. This will include best practice in design incorporating aesthetics, structure, usability, accessibility and technical performance. Students will appreciate the role of good design and structure in relationship to Search Engine Optimisation. Students will learn key aspects of briefing agencies, designers and, and to critique their work

Pre and Co requisites: None

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
5BUS1215	Marketing Research	B	15	

## 5BUS1215 Marketing Research

Semester: B

Credits: 15

**Intended Learning Outcomes: Successful students will typically:** Compare different types of primary data research techniques; Appreciate and recognise the role of primary research for organisations; Develop an appreciation, which primary research technique can be used to help solve an assortment of marketing/commercial issues; Compare different market research techniques and their application; Design and implement quantitative and qualitative research techniques; Prepare different types of questions for data collection via a questionnaire produced.

**Module Content:** The module introduces students to a range of market research techniques and approaches to assist marketers in the marketing management process. It will look at the development, nature, scope and organisation of research and how it is used by organisations. The emphasis of this module is on understanding the different quantitative and qualitative techniques that are available to measure and understand new and existing markets and consumers. It will also explore the fundamentals of sampling and sample design and introduce the difference techniques in collecting data. The module will explain the role of marketing research in relation to the marketing mix and review the tools available to marketers to collect data from customers, consumers and businesses

Pre and Co requisites: None

Assessment:

Exam	Coursework	Practical
%	100%	%



Module code	Module title	Semester	Credits	Prerequisite
5BUS1217	Innovation and Business Model Design	B	15	

## 5BUS1217 Innovation and Business Model Design

Semester: B

Credits: 15

**Intended Learning Outcomes: Successful students will typically:** Demonstrate knowledge and understanding of the concepts of innovation, entrepreneurship and value creation, and their application in a variety of business contexts; Analyse approaches to innovation, implementation and opportunity recognition as part of business model design in order to achieve feasibility and economic sustainability; Generate and validate a viable commercial or social proposal/project in response to identified problems and opportunities; Effectively communicate and defend the proposition to the client or external stakeholders; Work successfully in small groups, by harnessing individual strengths, and accommodating different perspectives to maximise innovation, and efficiency.

**Module Content:** Students will develop an understanding of innovation, entrepreneurship and value creation through effective business model design. It allows students to foster their creativity and enhance their entrepreneurial mindset by considering a variety of problems and or opportunities across different business contexts.

Students generate and validate a viable commercial or social proposal/project by developing evidenced arguments, drawing on research (including numeracy and data analysis skills), and industry insights. Elements of financial analysis will be utilised to support the business model design as part of the proposal, in order to demonstrate feasibility and economic sustainability.

The module provides students with opportunities to expand their professional network through participation in real world initiatives (e.g. Business Incubators, local community and extra-curricular University activities

**Pre and Co requisites:** Co-Requisites: 4BUS1163 Understanding Data, 5BUS1209 Marketing Insight, Analysis and Planning

**Assessment:**

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
5BUS1218	Campaign Insight, Analysis and Planning	A	15	

## 5BUS1218 Campaign Insights, Analysis and Planning

Semester: A

Credits: 15

**Intended Learning Outcomes: Successful students will typically:** Explain the process of campaign planning from setting achievable objectives through selection of media, to budgeting and implementation; Understand how consumer insights inform media and communications planning; Recognise the process of media planning, taking into consideration the changing media environment. Analyse and interpret a wide range of data sources and translate them into meaningful consumer insights; Allocate a media budget across multiple media platforms, the relative strengths of a range of media platforms to develop measurable media objectives; Evaluate campaigns in order to determine their effectiveness.

**Module Content:** Consider various frameworks and processes used for planning communications and advertising campaigns, appreciate the importance of consumer insights and measuring the effectiveness of campaign, and understand the fundamental metrics of audience measurement and media accounting.

Understand media consumption patterns and media effectiveness metrics to ensure the selection of the most effective and efficient media to engage customer and other stakeholder audiences. This includes recognising the changing influence of paid media alongside effective management of owned media and earned media activity.

Students will be expected to produce a marketing communications and media plan based on analysis of the customer insights generated from the data.

**Pre and Co requisites:** 4bus1011 Introduction to Marketing Communications

**Assessment:**

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
5BUS1219	Advertising Concepts and Creativity	A	15	Together with 5BUS1218

## 5BUS1219 Advertising Concepts and Creativity

Semester: B

Credits: 15

**Intended Learning Outcomes: Successful students will typically:** Demonstrate critical knowledge and understanding of the principal theories and concepts of advertising; Enhance creative thinking to convey marketing, advertising objectives, and campaigns; Explore the main tasks involved in account planning and execution of advertising campaigns Undertake the evaluation of a client brief to demonstrate originality and creativity of concepts; Demonstrate the ability to pitch creative concepts in response to a client brief; Develop transferable skills that are needed to work within advertising teams and identify opportunities for a brand.

**Module Content:** Students will explore the key concepts and challenges in the advertising industry. They will also look at the practical application of advertising as a key communications tool by converting a client brief into a creative brief. Students will use a variety of examples of recent campaigns to analyse and apply theory to practice in terms of concepts and creativity

**Pre and Co requisites:** 4bus1011 Introduction to Marketing Communications, 4bus1167 Content Creation, 5bus1218 Campaign Insights, Analysis, and Planning

**Assessment:**

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
5BUS2031	Global Consumer Markets, Issues and Trends	A	15	

## 5BUS2031 Global Consumer Markets, Issues and Trends

Semester: A

Credits: 15

**Intended Learning Outcomes:** Critically examine the general context within which goods and services are marketed in an international context; Evaluate how the various elements of the marketing mix are adapted for a globalised marketplace; Analyse emerging consumer trends in the marketing of goods and services; Evaluate and present the similarities and differences of various international consumer markets; Appraise and apply knowledge of marketing mix principles to business case studies; Integrate the findings of internal and external market data into a marketing report that responds to the opportunities presented by emerging global consumer trends.

**Module Content:** This module provides an overview of the development of international consumer markets from historical, geographical and social perspectives, while focusing on emerging trends and consumer insights impacting the marketing of products and services.

It will explore the ways in which the marketing mix elements and market research are adapted to the various international markets.

In the module, students will consider a wide range of cross-cultural marketing issues, including international business customs, negotiating styles, consumer brand loyalty, price sensitivity, consumer satisfaction (and dissatisfaction) and so on. The development and accelerated innovations in response to consumer insights will also be considered.

Pre and Co requisites: None

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
6BUS1239	Entrepreneurship, Innovation and Creativity	B	15	

## 6BUS1239 Entrepreneurship, Innovation and Creativity

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: I Demonstrate a critical understanding of entrepreneurship and entrepreneurs; Critically review models and theoretical frameworks for product and service innovation in both domestic and international contexts; Evaluate the resource implications and processes involved in developing new products and services; Understand entrepreneurial attitudes and the way entrepreneurs work; Apply different techniques for generating product or service developments, enhancements, modifications and innovations; Formulate a basic plan for creating and introducing a product, service or social innovation.

Module Content: Students first gain insights into the role and importance of entrepreneurs in large and small organisations and the kinds of attitudes and skills they possess. They then learn about the importance of innovation for economic growth, and for ensuring that organisations continue to prosper and remain competitive. Students will consider what drives innovation, including creativity, evolving human needs, technology and changes in the competitive and macro environments. They will look at a broad range of innovation types, from those associated with new products and services to those related to process and managerial innovation, both in profit and socially oriented organisations. A wide range of theoretical models of innovation will be considered, evaluated and critiqued. Attention will be given to how entrepreneurs apply the new product development process to creatively move an innovation from idea to commercialisation and the collaborations with other individuals and teams that need to occur for innovation to be successful.

Pre and Co requisites: Principles of International Marketing

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
6BUS1259	Integrated Marketing Communications	A	15	4BUS1011 or equivalent

## 6BUS1259 Integrated Marketing Communications

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: Assess the value of marketing communications to organisations, and how it supports key organisational activities; Critically apply relevant theory underpinning marketing communications planning; Appraise the effectiveness of a range of marketing communications tools and activities and the relative merits of different media alternatives; Interpret research findings from secondary and primary research to aid decision making for the client project; Make effective recommendations in the form of a fully costed marketing communications and media plan with clear KPIS and evaluation criteria; Communicate effectively in a team and professionally with the client representatives

Module Content: This marketing module assumes that students are non-cognate but have completed at least one prior marketing foundations or planning module. It is designed for Business students to gain an understanding of marketing communications and to have an opportunity to apply their learning to a live client project. Students will first evaluate market research methods before conducting a research investigation to collect data for the client project. Students will understand the importance of marketing communications planning based on an understanding of the market, competitors, key stakeholders and the target audience. They will evaluate different marketing communications and media options in order to produce a marketing communications proposal for a live client.

Pre and Co requisites: None.

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
6BUS1273	The Future of Marketing	A	15	

## 6BUS1273 The Future of Marketing

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: Explore contemporary academic and industry sources in order to identify current and forecast changes in the profession; Assess strategic implications of changes to the marketing environment; Critically evaluate recent academic theory on emerging themes; Appraise ways in which to continue with professional development and awareness of emerging themes in marketing and advertising after graduation; Synthesise findings and disseminate to other students and/or members of the marketing and advertising profession.

Module Content: The focus of this module is on the development of critical and analytical skills that will enable marketers to identify, anticipate and engage with changes in the profession. Students will be encouraged to engage with current academic research; current industry research and industry press. Students will develop the ability to critically analyse changes in industry and evaluate impacts on the marketing profession.

Pre and Co requisites: None

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
6BUS1274	Branding and Communications Strategy	A	15	4BUS1011 or equivalent

## 6BUS1274 Branding and Communications Strategy

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: Critically examine the key principles behind the design and development of brand equity addressing contemporary issues; Critically analyse the practical and theoretical underpinning of the strategic brand management and integrated communication process through creativity, innovation and entrepreneurship within various business contexts; Evaluate the impact on the marketing mix of macro and micro environmental issues with regards to brand building and positioning, value creation, decision-making and problem-solving; Apply the strategic brand management process with criticality and analytically rich data; Critically analyse and evaluate the theoretical underpinning in supporting brand, communication and digital strategies in executing campaigns and decision-making; Develop commercial awareness by recommending strategic branding and communication strategies and their relationships with stakeholders.

Module Content: This module explores in-depth the concepts of the strategic brand management and communication process, and underpinning theories. Content will include international perspectives where appropriate.

Students will be guided in workshops in groups throughout the module to critically analyse elements of brand building, positioning - designing and implementing brand, communication and digital strategies in executing campaigns and decision-making.

Students will consider sustainability and ethics as brand values and the role of Corporate Social Responsibility.

Students are expected to evaluate their choices and decisions impacting the macro and micro environmental issues with regards to brand building and positioning and value creation. They will acquire the necessary skills to research marketing data and to use this information to understand how the strategic brand and communication processes are formulated, planned and executed – ultimately to reach, create and receive positive impact from various stakeholders.

Pre and Co requisites: None.

Assessment:

Exam	Coursework	Practical
%	100%	%



Module code	Module title	Semester	Credits	Prerequisite
6BUS1276	Strategic Product Management	A	15	

## 6BUS1276 Strategic Product Management

Semester: A

Credits: 15

**Intended Learning Outcomes:** The aims of this module are to enable students to prepare them for the role of product manager in a variety of business contexts for both physical products and services. It develops the knowledge and skills required to be product managers to manage portfolios in the context of corporate strategy, emergent service dominant logic, value co-creation and current product management practices. Successful students will typically: Appraise the role and scope of product management in a variety of business contexts and in the context of corporate strategy; Explore emerging product management practices; Interrogate the frame of reference for co-creation as the basis of value generation, and the ways in which organisations can create mutually beneficial relationships from the supply chain through to the end customer to support value co-creation; Translate corporate vision and value propositions into product/service product/service roadmaps, for communication to and management of multi-disciplinary teams, channels and supply chains; Formulate appropriate marketing mix strategies and tactics to co-create and deliver value through the different stages of the product/service lifecycle; Critically review decision making capabilities using financial and competitor data to recommend adjustments to marketing strategies and tactics in order to maximise revenue and profitability across a portfolio.

**Module Content:** This module prepares students for the role of product manager in a variety of business contexts for both physical products and services. It develops the knowledge and skills required of product managers to manage portfolios in the context of corporate strategy, emergent service dominant logic, value co-creation and current product management practices. Typical responsibilities include defining product features, value propositions, competitor analysis, managing cross-functional teams and supply chains. Students will explore how customers take an active role in the creation of their own value and the ways in which organisations create mutually beneficial relationships from the supply chain through to the end customer. Students will translate value propositions into product roadmaps and learn how to use data to make ongoing decisions across all aspects of the marketing mix from cradle to grave.

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
6BUS1277	Agency Practice and Management	B	15	5BUS1218

## 6BUS1277 Agency Practice and Management

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: Have an understanding of the organisational structure of a communications agency (advertising, PR, digital, new media, direct marketing, creative or branding) and undertake research into 'modern' agency structures; Gain insight into the management of client relationships; Be able to relate to the various roles and practices within an agency environment; Critically reflect upon their own learning and skills development and plan appropriate action; Evaluate the use of their skills in the workplace utilising a range of marketing communications frameworks; Critically analyse their findings through research into agency relationships and campaign management.

Module Content: This module will enable students, through research; to critically analyse agency relationships and campaign management. Furthermore, they will be able to develop their critical thinking as diverse and contemporary issues effecting the communications industry will be explored. From campaign measurement to global networks, students will gain insight into the management of client relationships / gain an understanding of the organisation structure of a communications (advertising, PR, digital, new media, direct marketing, creative or branding) agency and evaluate the use of a range of marketing metrics and marketing communications frameworks in the workplace.

Pre and Co requisites: 5BUS1219 Advertising Concepts and Creativity (Co) and 6BUS1275 Advertising and Communications Strategy (Co)

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
6BUS1278	Digital Venture Creation	B	15	5BUS1217

## 6BUS1278 Digital Venture Creation

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: Explore the concepts of digital/technology entrepreneurship, entrepreneurial leadership, growth and management through development of a digital venture project; Synthesise information necessary for strategic planning of a digital venture project, and decision-making; Appraise various scenarios of setting up/running/growing a digital venture project, and provide recommendations; Create a digital venture project to address an opportunity/gap/problem; Demonstrate successful teamworking and leadership skills; Successfully apply their research, numeracy, and financial planning skills

Module Content: This module further advances the understanding of the venture creation process through the application of theoretical knowledge and practical skills. Students will develop, lead and manage an entrepreneurial project demonstrating effective leadership and strategic vision by drawing on digital platforms.

The module will explore theoretical concepts such as digital/technological entrepreneurship, entrepreneurial leadership and growth. Students will further enhance their entrepreneurial mindset enabling them to develop or grow their own venture and/or to drive change in a dynamic organisation in their future career.

The core activity is designed around the creation and implementation of a live project, providing practical results through experiential learning.

Pre and Co requisites: Co Requisites 5BUS1217 Innovation and Business Model Design

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
6BUS1279	Managing the Customer Journey	A	15	5BUS1214

## 6BUS1279 Managing the Customer Journey

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: Understand theoretical concepts and frameworks relating to the customer journey, personalisation and customer relationship management; Recognise contemporary and market issues which impact the customer journey; Evaluate appropriate tools, media and technology for effective and coordinated communication at each brand-customer touchpoint; Design and justify personalised customer journeys for a given client or scenario; Integrate theory with practical application of technology to plan and manage personalised customer journeys; Analyse customer response and behaviour data to and improve customer experience and optimise results.

Module Content: This module explores the concept of the customer journey for a range of organisations in a variety of contexts (eg B2B, B2C, products and services). Customers engage with brands, services and events through inbound marketing, initiating contact themselves; and outbound marketing, in responding to marketing communications and sales initiatives.

The module aims to help students understand the touchpoints between brand/service and customer and be able to design a personalised customer journey. Students will reflect on how to use different marketing communications tools, channels and technology to influence the customer journey and contribute to customer relationship management.

Students will examine the ethical and legal considerations of marketing personalisation including privacy, data protection, GDPR and consent.

Theoretical models and frameworks will be discussed to provide an underpinning of knowledge to understanding the organisation-customer interface. Metrics and analytics will be explored to optimise the customer journey.

Experience with appropriate technology and platforms will be integrated, within the context of marketing and sales management.

Pre and Co requisites: None

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
6BUS1280	Digital Analytics and Social Media Monitoring	B	15	4BUS1167 and 5BUS1214

## 6BUS1280 Digital Analytics and Social Media Monitoring

Semester: B

Credits: 15

**Intended Learning Outcomes: Successful students will typically:** Examine and evaluate the relevance and effectiveness of tools available for digital analytics and social media monitoring; Identify relevant KPIs and metrics for websites and campaigns including social media, mobile marketing and email campaigns; Explain ethical and data protection issues involved in collecting and analysing data; Set KPIs in relationship to overall digital campaign objectives; Use monitoring and analytical tools; Interrogate and interpret monitoring and analytical information in order to make recommendations for the improvement of future digital marketing campaigns; Present information gained in a way that other executives and managers will find useful to decision making.

**Module Content:** The ability to analyse digital marketing data is central to the success of online marketing campaigns. Students will examine the different tools available to monitor digital campaigns, website analytics and social media monitoring. Students will gain practical knowledge of how to use current analytics tools in the context of theory and legal and ethical considerations. Key aspects covered include the development and analysis of key performance indicators, and the ability to make marketing recommendations based on this analysis. The module prepares students for employment in a digital marketing capacity, either in an agency or client side.

Pre and Co requisites: None.

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
6BUS1284	Global Marketing	B	15	4BUS1082 or 4BUS1010

## 6BUS1284 Global Marketing

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: Analyse the changing nature of the global trading environment and the major strategic and contextual trends which affect global strategic decision-making; Identify and critically examine a range of different global marketing strategies and tactics; Analyse the issues associated with global marketing planning; Make evidence-based marketing recommendations on the basis of global marketing analysis; Evaluate the effectiveness of global marketing strategies, plans and tactics as applied to a range of global marketing scenarios; Develop global marketing plans, strategies and tactics.

Module Content: Global marketing success is a function of perspective, opportunity, motivation, organisation, know ledge and skills. The challenge for todays global marketers is to identify those opportunities appropriate to the firm, to develop appropriate marketing strategies and build and sustain competitive advantages in co-operation with other members of the firm as well as external partners.

To this end, the module will provide learning opportunities to appreciate current writings and perspectives on the global marketing environment. Opportunities will be given to analyse different global marketing organisations and their environments, suggest and implement realistic strategies and plans and control mechanisms.

The module addresses global issues such as the macro environment, market entry strategies, communication, price, planning and control.

Pre and Co requisites: 4BUS1082 Principles of Marketing (CIM) or 4BUS1010 Principles of Marketing

Assessment:

Exam	Coursework	Practical
%	100%	%

## STRATEGIC MANAGEMENT

Module code	Module title	Semester	Credits	Prerequisite
4BUS1154-0901	Global Business Environment	A	15	
4BUS1154-0206	Global Business Environment	B	15	
5BUS1089-0901	Geopolitics	A	15	
5BUS1200-0206	Leading Across Sectors	B	15	
5BUS1201-0901	Leading Innovation and Change	A	15	
6BUS1210-0206	Contemporary Issues in Business, Ethics and Sustainability	B	15	
6BUS1260-0901	International Strategic Leadership	A	15	
6BUS1261-0206	Leadership and Sustainable Development	B	15	
6BUS1262-0901	Professional Development for the Workplace	A	15	
6BUS1264-0206	Strategic Management	B	15	

Module code	Module title	Semester	Credits	Prerequisite
4BUS1154-0901	Global Business Environment	A	15	
4BUS1154-0206	Global Business Environment	B	15	

## 4BUS1154 Global Business Environment

Semester: A **OR** B (this module has two intakes)

Credits: 15

Intended Learning Outcomes: 1. Examine different perspectives on the nature and implications of globalisation  
 2. Analyse national and cultural similarities and differences, and their implications for doing business locally and globally  
 3. Demonstrate awareness of different cultures, and how culture affects business  
 4. Research and investigate contemporary organisations operating within a global business environment.

Module Content: Advances in technology, communications and transport are key forces behind globalisation. Decreasing costs and increasing ease of access mean increasing numbers of businesses are operating internationally and globally. This has resulted in a substantial increase in intercultural contact. To succeed in this context managers must have sensitivity to, and a critical understanding of, issues arising out of cultural difference. This includes the ability to manage in the diverse and complex contexts.

The module explores two interrelated areas. Firstly, debates surrounding globalisation are considered. Students will explore national similarities and differences, and their impact on business. This includes tensions between global standardisation and local differentiation, and the extent to which the world is characterised by an increasing levelness and convergence or increasing disparity and divergence. Secondly, students will consider culture and cultural differences.

Pre and Co requisites: none Assessment:

Exam	Coursework	Practical
%	100%	%



Module code	Module title	Semester	Credits	Prerequisite
5BUS1089-0901	Geopolitics	A	15	

## 5BUS1089 Geopolitics

Semester: A

Credits: 15

**Intended Learning Outcomes: Successful students will typically:** Analyse geopolitical frameworks focusing on the deeper structural determinants of global political economy; Examine the development of global politics during the 20th century and debates on global order in the 21st century; Evaluate a range of geopolitical architectures, identities, and objects as represented in formal, practical, and popular geopolitical discourse; Critically examine the quality of information sources; Present supporting evidence to defend an argument.

**Module Content:** This module provides students with conceptual frameworks based on geopolitical perspectives that will enable them to identify the long-term factors behind day-to-day events and to explore and debate current geopolitical developments of relevance to international business and the everyday experience of students as embodied agents of geopolitics.

The module involves students identifying and evaluating a range of geopolitical issues while exploring them from various geopolitical identities. It will foster geopolitical literacy, allowing students to become fully participating subjects in geopolitical discourse. Additionally, students will engage in activities that address phenomena intersecting geopolitics and business in an increasingly globalised environment.

Pre and Co requisites: None

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
5BUS1200-0206	Leading Across Sectors	B	15	

## 5BUS1200 Leading Across Sectors

Module code	Module title	Semester	Credits	Prerequisite
5BUS1201-0901	Leading Innovation and Change	A	15	

## 5BUS1201 Leading Innovation and Change

Module code	Module title	Semester	Credits	Prerequisite
6BUS1210-0206	Contemporary Issues in Business, Ethics and Sustainability	B	15	

## 6BUS1210 Contemporary Issues in Ethics, Business and Sustainability

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Evaluate a range of theoretical perspectives supporting the concept of sustainability; corporate and government perspectives. 2. Analyse the sustainability challenges which organizations create and/or face. 3. Critically examine sustainable practices, measures, and evaluation techniques. Successful students will typically: 4. Explore and debate current ethical and ecological challenges confronting public and private organizations. 5. Compare and contrast a range of alternative national and global approaches to sustainability. 6. Identify and explain major developments in national and global sustainability practice in the twenty-first century. 7. Formulate and contextualize local and global strategies for sustainable futures for organisations & society.

Module Content: This module enables students to identify and evaluate a range of national and global approaches to sustainability, exploring the various meanings attached to the word 'sustainability' and alternative strategies and drivers. Students will discuss the technology which businesses, and government agencies are using to develop and evaluate their practice in this area. Issues of ethics and social responsibility, stakeholders, political legitimacy and economic longevity will be considered together with the ecological issues which are the main focus of current media debates. Students will gain the ability to identify and explain the major developments in national and global sustainability practice in the twenty-first century and to compare and contrast alternative approaches, supporting an informed choice of a personal ethical and practical stance to guide their future handling of sustainability issues. The learning outcomes of the module will be achieved through lectures and tutorials, supported by individual directed reading including academic books and journal articles, as well as shorter pieces from high-quality sources such as the Guardian, Sunday Times and Global Focus. Typically, lectures will introduce a subject in general terms, explaining the background and the main issues to be explored further by students in seminar discussions. Through active engagement in seminar discussions, students will develop the ability to express themselves orally and contribute to debate. Through the written assignment and in the examination, they will further develop and express their views. In preparing individual essays they will be encouraged to think independently and develop a coherent argument.

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
50%	50%	%

Module code	Module title	Semester	Credits	Prerequisite
6BUS1260-0901	International Strategic Leadership	A	15	

## 6BUS1260 International Strategic Leadership

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: Critically analyse both macro-configurations and micro-interactions that influence strategic decision making in international strategy; Evaluate socio-cultural influences on leadership practice when operating in an international business environment; Apply analytical approaches to investigate strategic decision making in relation to the international business environment; Effectively lead discussion within diverse groups, focussed on the challenges and opportunities facing leadership within an international context.

Module Content: International strategic leadership explores the complexities facing leaders operating within internationalised business contexts. The module explores strategic decision making in the context of international business, including patterns of internationalisation, national environment and development and international organisation. Students are encouraged to consider the significant role of social and cultural similarities and differences, and the implication for working effectively in diverse organisations, national contexts and markets. The leadership focus encourages students to think critically about their own cultural assumptions, and to develop the skills required to engage with diversity to achieve common goals. This includes recognising the additional challenges facing leaders as they work across extended geographies and a turbulent geopolitical landscape.

Pre and Co requisites: None.

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
6BUS1261-0206	Leadership and Sustainable Development	B	15	

## 6BUS1261 Leadership and Sustainable Development

Module code	Module title	Semester	Credits	Prerequisite
6BUS1262-0901	Professional Development for the Workplace	A	15	

## 6BUS1262 Professional Development for the Workplace

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: Critically examine the relationship between theories, models and concepts learned from their programme and professional practice in the workplace, drawing conclusions for how theory might result in better practice, and whether their experience of practice could lead some theories to be amended/updated; Analyse the explicit presence of ethical values, health and safety and objectives, values and mission in the practice of their organisation(s); Audit transferable skills relevant to the workplace; Devise a Personal Development Plan; Formulate a job search strategy relevant to career aspirations

Module Content: In this module students analyse the interrelationship between the learning that they have gained on their programme, and the applicability of the knowledge and skills that they have acquired to the challenges of the workplace. Through their work, students will have opportunities to apply and critically evaluate academic theories and current business school research. Work-based learning opportunities include: placement, part-time work, internship, project work, involvement in research or volunteering.

Pre and Co requisites: None.

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
-0206	Strategic Management	B	15	

## 6BUS1264 Strategic Management

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: Analyse the factors that affect strategic decision making, including those impacting economic, social and environmental objectives; Critically examine a range of theoretical approaches to the evaluation of an organisations strategic situation, choices and implementation of options for change; Research, diagnose and analyse a complex range of strategic problems; Reflect on the experience of working as part of a team on a group project

Module Content: The module will introduce students to a range of issues and challenges confronting strategic leaders of a diverse range of organisations in a turbulent global environment. It will focus on the many conflicting perspectives within the subject of strategic management and consider the problems involved in researching and developing strategies and plans and implementing them within the limitations of the organisation. It considers a range of analytical techniques and concepts, both applying them and critically evaluating their usefulness through the use of case study work.

The module identifies the contradictions and paradoxical nature of strategic decision-making and strategic planning. It also focusses on the development of students' professional skills critical to effective strategy development and implementation. In particular, the module focusses on analytical and critical research skills, team work, leadership and professionalism.

Pre and Co requisites: None

Assessment:

Exam	Coursework	Practical
%	100%	%



# TOURISM, HOSPITALITY AND EVENT MANGEMENT

Module code	Module title	Semester	Credits	Prerequisite
4BUS2018	Professionalism in Events & Tourism	AB	30	
4BUS2019	Introduction to Tourism & Events	A	15	
4BUS2020	Designing the Visitor Experience	A	15	
4BUS2021	Delivering the Visitor Experience	B	15	4BUS2020
4BUS2022	Understanding Cultural Communities	A	15	
4BUS2023	Principles of T&E Marketing	B	15	
4BUS2024	Critical Issues in Tourism & Events	B	15	
5BUS1168	Enterprise and Technology for T&E	A	15	
5BUS1169	Tourism Passenger Transport	B	15	
5BUS1170	Destination Marketing Research	B	15	
5BUS1173	Career Planning in the Event Industry	A	15	
5BUS1174	Impacts of Festivals and Events	B	15	
5BUS1175	Event Planning & Community Engagement	B	15	
5BUS1176	Risk Mgmt & Security for Events	A	15	
5BUS1177	Event Marketing, Sponsorship & PR	B	15	
5BUS1178	Career Planning in the Tourism Industry	A	15	
5BUS1179	Social & Cultural Impacts of Tourism	A	15	
6BUS1212	Tourism Planning	A	15	
6BUS1213	Strategic Business Mgt for THEM	A	15	
6BUS1214	Tour Operating	A	15	
6BUS1217	Destination & Visitor Attraction Management	B	15	
6BUS1218	Business Tourism & Events	B	15	
6BUS1219	Aviation & Airlines	B	15	
6BUS1220	Policy, Politics & Events	A	15	
6BUS2064	Contemporary issues for the Evens & Tourism Graduate	B	15	
6BUS2066	Events Driven Tourism	B	15	

Module code	Module title	Semester	Credits	Prerequisite
4BUS2018	Professionalism in Events and Tourism	AB	30	

## 4BUS2018 Professionalism in Events and Tourism

Semester: AB

Credits: 30

Intended Learning Outcomes: The aims of this module are to enable students to: Develop their understanding of key skills to enhance and manage their academic and professional journey relevant to the Tourism, Events and Hospitality industries. Successful students will typically: Undertake self-evaluation, and identify and develop a series of skills and study strategies to address skills gaps, build on strengths and aid future studies; Communicate effectively both orally and in writing, individually and in teams; Appreciate and apply research skills; Develop skills in IT literacy, including making use of the University Virtual Learning Environment; Introduce professional and compassionate teamworking skills.

Module Content: The aims of this module are to enable students to develop their understanding of key skills to enhance and manage their academic and professional journey relevant to the Tourism, Events and Hospitality industries. The module is composed of several themes which will include communication, self-awareness, methods of enquiry, digital skills, numeracy and the nature of acquiring academic knowledge. Students will be expected to operate in teams, reflect on practice and recognise aspects for self-development and improvement. The module selects a series of skills that are pertinent to professionals within the tourism, event and hospitality sector.

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
4BUS2019	Introduction to Tourism, Hospitality and Event Management	A	15	

## 4BUS2019 Introduction to Tourism, Hospitality and Event Management

Semester: B

Credits: 15

Intended Learning Outcomes: The aims of this module are to enable students to: Introduce students to the tourism, hospitality and events industries as a whole, and develop their awareness of the scale and scope of these sectors as well as their complex inter-dependences and linkages. Successful students will typically: Research relevant academic books & journal articles and industry press to prepare for a debate; Debate a current issue facing the tourism, hospitality and events industry using key terminology and relevant theory; Research, visit and investigate facilities for tourism and events in a specific geographic area; Introduce professional & compassionate team-working skills.

Module Content: The module aims to provide a foundation for students to develop their understanding of the close relationship between the different components of the global tourism, hospitality and events industries. The scope and scale of these sectors will be explored and the functions, characteristics and key players of each industry will be investigated. This will help students develop an understanding of how the events, tourism and hospitality industries complement and influence each other. Through a review of the range of tourism and events products, motivation for participating in tourism and/or events will be addressed. Students will review how the tourism and events industries adapt and innovate in response to changing demands and technological developments, and debate key issues. Students will learn from a practical investigation of the facilities and services for tourism and events by assessing a specific region which will enable them to connect theory to practice.

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
4BUS2020	Designing the Visitor Experience	A	15	

## 4BUS2020 Designing the Visitor Experience

Semester: A

Credits: 15

**Intended Learning Outcomes:** The aims of this module are to enable students to: Understand the elements that make up great visitor experiences. Module content will cover how experiences are co-created. It considers elements of design including divergent and convergent thinking, the use of the five senses and moments of delight and experiential marketing as well as the role that the experience / transformational economy, liminality, and memory play in creating and recreating visitor experiences. This learning feeds directly into a module where students will put these theories in to practice. Successful students will typically: Develop an understanding of the fundamentals of planning engaging experiences; Connect an experience's concept and planned outcomes to its design; Apply key experience design models to the planning of the experience; Gain insight into the importance of experience in successful outcomes; Develop creative thinking skills; Introduce professional & compassionate team-working skills.

**Module Content:** This is an introductory module on planning tourism products and events. The meaning and characteristics of 'experiences' will be explored. Students will investigate the creative process of designing experiences which match and surpass customer expectations. This includes introducing an understanding and application of design principles and concepts as well as planning for successful operations. The theories and concepts of teamwork will be discussed to help students develop and improve their group working skills.

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
4BUS2021	Delivering the Visitor Experience	B	15	4BUS2020

## 4BUS2021 Delivering the Visitor Experience

Semester: B

Credits: 15

**Intended Learning Outcomes:** The aims of this module are to enable students to... Work with a team to promote, deliver, and operate a small-scale on-campus or local event or excursion (experience). In so-doing students will put theory into practice, gaining practical hands-on experience and developing their employability skills within their chosen industry sector, including customer service skills. Students will reflect on, and evaluate, the success of the planned experience to highlight tactics for future improvements in event planning and team-working. Successful students will typically: Appreciate the principles of customer service and how they work in practise; Reflect on the delivery of the experience to highlight successes and areas for improvement; Consider personal strengths of team-working in a customer-focused environment.

**Module Content:** Increasingly, event attendees and tourists are looking for well-planned and smooth-running experiences, with operational problems hidden from the customers' view and high-levels of customer-service offered throughout. The focus is on understanding the practical considerations and offers students the opportunity to work as part of a team to deliver an experience. This may be a small-scale on-campus event or short guided excursion to a local destination. Building on "Designing the Visitor Experience" Module, it will allow students to put theory into practice by staging a previously planned tourism/event experience and to develop strong customer-service skills. This will give students practical experience and develop their employability skills. Students will additionally develop basic marketing promotions and to deal with any unforeseen operational issues, whilst offering quality customer service. After the experience has run, students will reflect on its operation to assess personal and team successes and to highlight tactics for future improvement.

**Pre and Co requisites:** Must have studied 4BUS2020 Designing the Visitor Experience

**Assessment:**

Exam	Coursework	Practical
%	70%	30%

Module code	Module title	Semester	Credits	Prerequisite
4BUS2022	Understanding Cultural Communities	A	15	

## 4BUS2022 Understanding Cultural Communities

Semester: A

Credits: 15

Intended Learning Outcomes: The aims of this module are to enable students to: understand and appreciate cross-cultural differences and diversity in the context of tourism and events as well as to raise awareness of the impacts that tourism and events have on society and communities and how these can be managed. Successful students will typically: Demonstrate a basic understanding of issues regarding cultural identity, cultural bias, and culture difference; Explain how diverse cultures can be included and represented within event and tourism planning; Develop an understanding of barriers to effective cross-cultural and intercultural communication; Describe the issues involved in intercultural management; Understand the principles of effective communication with people of different cultures; Introduce professional & compassionate team-working skills.

Module Content: Content will typically include: - What is Culture within the hospitality, events management and tourism context - How is culture represented/ used within events and how it is a driver of demand in tourism - Cultural diversity in events and tourism - An understanding of event attendee and tourist behaviour in a cross cultural context - Importance of cultural communities - Respect for others, social inclusion and community engagement - Impact of events and tourism on host communities - Barriers to effective cross-cultural and intercultural communication and develop strategies, e.g conflict resolution, for dealing with these barriers

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
4BUS2023	Principles of Tourism and Event Marketing	B	15	

## 4BUS2023 Principles of Tourism and Event Marketing

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Examine factors influencing the characteristics of service marketing. 2. Summarise the concepts and principles of marketing as a management tool. 3. Identify issues and consequences of different marketing orientations, strategies and tactics. 4. Present work using appropriate terminology and apply theories to examples within the service sector. 5. Explain marketing strategies developed in response to challenges facing suppliers within the tourism, hospitality and event service industries.

Module Content: Principles of Tourism and Event Marketing introduces students to the marketing management issues associated with these service sectors. No prior marketing knowledge is assumed, although some students may have studied product marketing. We will consider a range of marketing methods taking account of the service characteristics of intangibility, inseparability, perishability, variability and lack of ownership, unique to both industries. We will recognise the consumer types in events and tourism and ensure that students understand the consumer and the related marketing activity that applies to them. Students will identify issues and consequences of different marketing orientations, strategies and tactics, and summarise these concepts and principles of marketing as a management tool. They will present work using appropriate terminology and apply theories to examples within the service sector, and explain marketing strategies developed in response to challenges facing suppliers within the tourism, hospitality and event service industries. Students will attend weekly lectures which deal with the main theoretical concepts of tourism and events marketing. A variety of terms and models are used throughout this module to enable students to understand the main principles of events and tourism marketing. Students will attend weekly seminars or tutorials in smaller groups and will undertake activities to consolidate the theory imparted during lectures. Using case studies they will gain a clear understanding of marketing for tourism and events marketing.

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
50%	50%	%

Module code	Module title	Semester	Credits	Prerequisite
4BUS2024	Critical Studies for Events and Tourism	B	15	

## 4BUS2024 Critical Studies for Events and Tourism

Semester: B

Credits: 15

**Intended Learning Outcomes:** The aims of this module are to enable students to: understand the importance of tourism and events in a variety of contexts (e.g. geographical, economical and socio-cultural). By further examining the nature, structure and impacts of events and tourism sectors, students will gain an understanding and appreciation of the varying context in which these service sector industries can be studied within the ever-changing environment within which we live. Successful students will typically: Identify and analyse theories related to events and tourism in a variety of contexts (e.g. geographical, socio-cultural and political); Explain and apply current research and practice in tourism and event studies from various disciplines (eg anthropology, economics, geography, psychology and sociology) – that are relevant to understanding the international tourism and event industry and their impacts; Consider ways of mitigating issues through exploring relevant academic research; Develop independent research skills through using a variety of sources and apply appropriate material for use in seminar sessions and for assessed work; Communicate effectively in written and verbal format; Reflect on their actions as a consumer of events and tourism products; Introduce professional & compassionate team-working skills.

**Module Content:** This module provides students with the opportunity to further explore the nature, structure and associated impacts of the tourism and event industries. By exploring current academic and industry research, students will explain current trends within a variety of contexts such as: - geographical - human and natural resources and the spread of associated event & tourism products - economical – the importance of tourism and event sectors to the economy - socio-cultural – an appreciation of the impacts that these industries have on the social and cultural fabric of the destinations in which they operate. International case studies will be used to explore the provision and management of tourism and events. Events and tourism are often used for economic, social, or political gains, so by considering impacts this has on the destination, students will be encouraged to offer solutions to help mitigate issues that tourism and events can bring to a destination.

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
%	100%	%



Module code	Module title	Semester	Credits	Prerequisite
5BUS1168	Enterprise and Technology for Tourism and Events	A	15	

## 5BUS1168 Enterprise and Technology for Tourism and Events

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Research and evaluate the nature and significance of enterprise and entrepreneurial development in relation to the tourism and event industry 2. Examine the necessary interrelationships between entrepreneurship and digital technology in the tourism and event industry and the impact the appropriate digital solutions have within a company's strategic objectives 3. Assess the impact of enterprise and e-commerce for economic development within the tourism and event industry and its significance to the business cycle Successful students will typically: 4. Analyse and apply different approaches to research and methods of enquiry related to aspects of enterprise 5. Assess the importance of the digital business to a tourism or event organisation's future development

Module Content: This module examines the role of enterprise and the skill of entrepreneurship within the tourism and event industries. It evaluates the role of technology, the digital business and e-commerce solutions that operators in the tourism and event industry may use to develop productivity, efficiency and profitability. It will look at trends in the industry including on-line operators, digital start-ups and event technology that enterprises are adopting to gain competitive edge in the digital business. It will also consider concepts and new types of business models emerging that are enabled by digital technology.

- Research and evaluate the nature and significance of enterprise and entrepreneurial development Apply different approaches to research and methods of enquiry related to aspects of enterprise
- Evaluate the practical problems, challenges and risks faced by an entrepreneur within a business 'start-up' in the tourism & event industries
- Identify the issues faced by on-line operators, event companies and other digital businesses when operating in the digital world
- Using texts, journal articles, reports, tourism and event trade press, students are able to research both generally and specifically on areas of particular interest to them.

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
%	70%	30%

Module code	Module title	Semester	Credits	Prerequisite
5BUS1169	Tourism Passenger Transport	B	15	

## 5BUS1169 Tourism Passenger Transport

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Explain the role of passenger transportation providers in the movement of passengers for tourism in both the tourism transit and destination zones, including the terminal zone 2. Examine the necessary interrelationships between passenger transportation providers, noting competition and harmony changing and developing over time, and association with external bodies 3. Investigate passenger transportation providers and their relationship with environmental and sociocultural pressures and sustainable development. Successful students will typically: 4. Analyse the managerial decision making of transportation providers in relation to trends in passenger demands and changes made by regulatory bodies. 5. Prepare solutions for transport service and facility quality issues.

Module Content: This module examines tourism passenger transport at the tourism generating region in terms of the hub or node, in the tourism transit zone and at the destination. Competition within and between sectors is explored, with use of theories and models. Students will also be introduced to external pressures and industry responses, the importance of innovation, especially in facilities, plus changing consumer demand and expectation and the import part this plays in the necessary maintenance of quality of passenger experience. Environmental policies and awareness are reviewed and their effectiveness discussed. Socio- cultural impacts of passenger transport decision making at the terminal and at the destination are identified and evaluated. • Describe the present and future trends in passenger demand and account for the reasons for the growth and decline/ rejuvenation of the various sectors, using the product life cycle • Explore reasons for managerial decisions taken on price, routes, frequency and style of service within passenger transportation, including potential new market areas for the sector • Explain the impact of regulatory changes and the response of tourism transportation providers • Identify the problems of transport for tourism and the environment, and evaluate strategies adopted for managing such impacts ( including at the terminal or hub) • Using texts, journal articles, reports, travel and transport trade press, students are able to research both generally and specifically on areas of particular interest to them. • An opportunity for a site visit may be provided

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
%	70%	30%

Module code	Module title	Semester	Credits	Prerequisite
5BUS1170	Destination Marketing Research	B	15	

## 5BUS1170 Destination Marketing Research

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Examine factors influencing the patterns and characteristics of tourist demand and behaviour. 2. Identify the relationship between market segmentation, targeting strategies, consumer behaviour and market response. 3. Explain the use of destination branding in marketing, and how manipulation of these images can re-position destinations to attract tourists. Successful students will typically: 4. Research and assess tourist marketing theory and apply relevant examples of destination marketing/branding, maybe by researching events to promote destinations. 5. Undertake independent marketing research using a variety of sources for assessed work about a tourist destination. 6. Apply relevant examples of destination marketing best practice to identify marketing challenges of a specific destination.

Module Content: Destination marketing is often a public sector activity with many stakeholders. These can be at a national, regional or local government level, but many other images influence consumers' sense of a place. This module draws on foundation marketing modules and develops students own research skills by exploring theories and concepts invaluable to issues of consumer buyer behaviour. The multi-disciplinary roles of DMOs, public and private sector tourism businesses will be explored using case studies. The research project may involve a variety of sources and methods. Students will attend weekly lectures which deal with the main theoretical concepts of tourism and events marketing. A variety of terms and models are used throughout this module to enable students to build on the main principles of events and tourism marketing. Students will attend weekly seminars or tutorials in smaller groups and will undertake activities to consolidate the theory imparted during lectures. Using case studies they will gain a clear understanding of destination marketing for tourism and events.

Pre and Co requisites: Pre-requisites 4BUS2023 – Principles of Tourism and Event Marketing, or equivalent

Assessment:

Exam	Coursework	Practical
40%	60%	%

Module code	Module title	Semester	Credits	Prerequisite
5BUS1173	Career Planning in the Event Industry	A	15	

## 5BUS1173 Career Planning in the Event Industry

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Identify the changing nature of the workplace and the changing needs of employers in both a general sense and within event management; 2. Examine the importance of skill attainment and career development and its link with personal development planning and curriculum vitae authorship; 3. Recognise the processes of recruitment and selection and link to their employment prospects. Successful students will typically: 4. Identify and apply appropriate methods of communication to issues relevant to employability within event management; 5. Apply different ways of research and methods of enquiry related to aspects of employability relative to event management; 6. Apply standard IT packages to produce reports and other documents, using accepted formats and academic referencing, to issues regarding employability pertaining to event management 7. Reflect on their skills' attributes, recognising gaps for development and action planning with regard to employment and academic skills.

Module Content: The aims of this module are to enable students to acquire knowledge and personal skills to enhance their employment prospects whilst continuing to develop their academic skills. It will enable students to research employment issues and opportunities in event management and to develop an action plan to help them secure eventual employment. It will also help students to continue to develop their employability skills. Throughout the module, use will be made of industry speakers, CASE guides and Careers and Placements service materials. Module content will include: - The changing nature of the workplace and employer needs - Job search and career planning - Personal development planning - Recruitment and selection processes - Career development theory - Appropriate styles for communicating in a business environment - Contemporary issues affecting employability within the event management industry Students will identify a potential career area, research relevant employment issues and analyse specific opportunities available in this field, carry out an appropriate personal analysis and formulate a career action plan.

Pre and Co requisites: Additional prohibited combinations: 5BUS1085 Enhancing Employability, 5BUS1081 Enhancing Employability in Human Resource Management, 5BUS1071 Enhancing Employability for IT Professionals (5BUS1084 Enhancing Employability in Accounting & Finance, 5BUS1067

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
5BUS1174	Impacts of Festivals and Events	B	15	

## 5BUS1174 Impacts of Festivals and Events

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Assess the social, cultural, political, economic and environmental impacts associated with the planning and staging of events and festivals. 2. Acquire knowledge of techniques for leveraging the benefits of events and festivals for the host destination 3. Evaluate strategies for minimising disruption from events and festivals on the local environment and local community. Successful students will typically: 4. Evaluate the positive and negative impacts associated with the staging of events and festivals on host areas and the international community 5. Recommend event planning solutions for enhancing positive impacts of events and festivals for host areas 6. Debate concepts on impact analysis and assessment in light of concepts covered in class.

Module Content: The module investigates the positive and negative impacts associated with the planning and staging of events and festivals on host communities, environments and economies alongside the wider international implications that the staging of events can bring. Students will examine initiatives that seek to minimise the negative and maximise the positive impacts of events. The module will use case studies to analyse impacts and investigate best practice for securing lasting, positive legacies for host destinations. Case study analysis will include consideration of events and festivals that have been controversial in terms of their impacts on the host communities, and those perceived to have left significant legacies for host communities. It will also include case studies identified by students within the class. Module content will include: • Analysis and evaluation of social, cultural, economic, environmental, political, urban regeneration, tourism and destination image impacts of events and festivals on the host and international community. • Strategies and techniques for leveraging the benefits of events and festivals for the host destination, international community and the tourism and events industry Lectures will introduce students to the main concepts behind the impacts of events and festivals, through a number of different case studies. Seminars will provide students with the opportunity to debate concepts and case studies in order to further understand both sides of the academic discussion within the specific area of impact assessment. Students will have the opportunity to apply concepts in order to develop and analyse methods to maximise the positive lasting legacies from the staging of events. Resources will include journal articles, case studies from books, newspapers, the local and national area, and will incorporate current examples of a range of different types and genres of events.

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
50%	20%	30%

Module code	Module title	Semester	Credits	Prerequisite
5BUS1175	Event Planning and Community Engagement	B	15	

## 5BUS1175 Event Planning and Community Engagement

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Review the relevance and importance of events within society, as a means through which to engender community pride; celebration; health and participation 2. Explain how to leverage funding and support for a local community event 3. Formulate and Implement practical, and feasible design considerations from stakeholders in planning a successful event within a local community. Successful students will typically: 4. Apply their practical and theoretical skills learned in the

Event Management curriculum (such as Risk Management) to date to organise a local event (or events), to engage with and benefit the local community 5. Work with an established Third Sector Organisation and in doing so demonstrate professional networking skills to the benefit of the event they produce for organisations community(ies) 6. Critically evaluate the success of the event(s) against the conditions set out in an event feasibility report

Module Content: You will work with a third sector organisation in Hertfordshire (or surrounding counties) to organise an event for the benefit of its members and communities. In organising the event and working with stakeholders you will gain an understanding of a specific communities needs in regards events and be able to fulfil these and evaluate them after undertaking a comprehensive event research and planning process. Key module topics covered within this module; • Understanding the third or charity sector • Working successfully with stakeholders • Professionalism and networking in events Fundamentals of Event Planning & Design: • Site Selection & Environmental Creativity • The Strategic planning Process • Logistics • Event Programming • Quality Management • coordination, organisation, and a culture of learning • Performance & Impact analysis

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
5BUS1176	Risk Management and Security for Events	A	15	

## 5BUS1176 Risk Management and Security for Events

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Examine the importance of incorporating health, safety and security issues into event planning and design 2. Identify and manage potential risks to venues, attendee's, and event environments to uphold a 'duty of care' 3. Research and evaluate concepts and theories relating to crowd behaviour and dynamics Successful students will typically: 4. Carry out comprehensive and detailed risk assessments in respect of events and their environments 5. Prioritise risk in respect of its likelihood and consequences; and be able to understand how people are affected by risk, and provide a suitable response to the risk to prevent future occurrence 6. Demonstrate problem- solving skills in and practical management responses to case studies involving managing crowds

Module Content: The module introduces students to the concept of the effective management of risks in respect of health, safety, and security to ensure visitor safety within venues (e.g. fire safety, food hygiene) and during transit to and from events. Students will learn about crowd dynamics (management, behaviour, and control) and how these factors react together within an event. We explore case studies on disasters that have occurred within planned events and dissect them to reveal what went wrong and why casualties might have occurred. Crowded places have the potential to be very dangerous so students will also learn about issues which are shaping risk in modern society such as the threat of terrorism.

Typical lectures and content includes the following; • Sociological theories of Risk • Terrorism • Crowd Dynamics • Fire safety • Legislation in events • Safety Advisory Groups (SAG's) • Occupancy and capacity planning • Food Safety • Emergency Action Planning (EAP) and Disaster Recovery • Managing Health, Safety & Security in Events • Event Communications & Risk

Pre and Co requisites: 4BUS1121 The Global Event Industry Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
5BUS1177	Event Marketing, Sponsorship and PR	B	15	4BUS2023

## 5BUS1177 Event Marketing, Sponsorship and PR

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Apply marketing strategies for effective targeting of relevant market segments. 2. Discuss the role of sponsorship as a form of marketing and as a part of the experience economy. 3. Analyse the planning and role of PR within the marketing and communications mix. Successful students will typically: 4. Plan marketing and sponsorship strategies for events. 5. Apply marketing theories to examples and case studies.

Module Content: Students will investigate marketing techniques for targeting stakeholders that provides a basis upon which students will be able to develop marketing strategies. Students will investigate the use of events as a tool for marketing. The module develops understanding of relevant PR theories alongside current issues.

Pre and Co requisites: The Global Event Industry 4BUS1121 Principles of Tourism and Event Marketing 4BUS2023

Assessment:

Exam	Coursework	Practical
%	100%	%



Module code	Module title	Semester	Credits	Prerequisite
5BUS1178	Career Planning in the Tourism Industry	A	15	

## 5BUS1178 Career Planning in the Tourism Industry

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Identify the changing nature of the workplace and the changing needs of employers in both a general sense and within tourism management; 2. Examine the importance of skill attainment and career development and its link with personal development planning and curriculum vitae authorship; 3. Recognise the processes of recruitment and selection and link to their employment prospects. Successful students will typically: 4. Identify and apply appropriate methods of communication to issues relevant to employability within tourism management; 5. Apply different ways of research and methods of enquiry related to aspects of employability relative to tourism management; 6. Apply standard IT packages to produce reports and other documents, using accepted formats and academic referencing, to issues regarding employability pertaining to tourism management 7. Reflect on their skills' attributes, recognising gaps for development and action planning with regard to employment and academic skills.

Module Content: The aims of this module are to enable students to acquire knowledge and personal skills to enhance their employment prospects whilst continuing to develop their academic skills. It will enable students to research employment issues and opportunities in tourism management and to develop an action plan to help them secure eventual employment. It will also help students to continue to develop their employability skills.

Throughout the module, use will be made of industry speakers, CASE guides and Careers and Placements service materials. Module content will include: - The changing nature of the workplace and employer needs - Job search and career planning - Personal development planning - Recruitment and selection processes - Career development theory - Appropriate styles for communicating in a business environment - Contemporary issues affecting employability within the tourism management industry Students will identify a potential career area, research relevant employment issues and analyse specific opportunities available in this field, carry out an appropriate personal analysis and formulate a career action plan.

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
5BUS1179	Social and Cultural Impacts of Tourism	A	15	

## 5BUS1179 Social and Cultural Impacts of Tourism

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Critically examine social and cultural impacts and understand the implications for tourism businesses 2. Identify different motivations, attitudes and behaviours in different types of travellers and how these may affect host/guest relationships. 3. Evaluate tourism as an agent of change, often from traditional or authentic to modern or commercialised. Successful students will typically: 4. Critically analyse behaviour of travellers, individually or in groups. 5. Assess socio-cultural impacts of tourism and suggest strategies for improving other people's knowledge and understanding of the issues raised in the course

Module Content: This course builds upon the first year introduction to impacts of tourism. It introduces new ideas as it considers social groups, cultural impacts and inter-cultural relationships. As tourism often creates changes in society, the course discusses topics such as inequalities of power, prostitution, gender role changes, agents of change, and how different backgrounds and expectations may influence behaviours. It is important to understand motivations for travel, as they impact upon host/guest relationships. Students may be able to reflect on their own and others' behaviour and possible social or cultural impacts. The curriculum will normally include: • Impact tourism can have on culture, especially where community and culture are seen as prime resources • Corporate Social Responsibility as a response to impacts of tourism • The notion of Responsible Tourism and well as the sustainable tourism debate • Notions of authenticity and commodification are considered as growing standardisation of international tourism products is examined. • The concept that tourism is like a sacred journey is considered, and ritualistic behaviour identified. • Community power.

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
40%	60%	%

Module code	Module title	Semester	Credits	Prerequisite
6BUS1212	Tourism Planning	A	15	

## 6BUS1212 Tourism Planning

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Critically discuss approaches to planning in order to regulate and stimulate tourism development in a variety of international destination context. 2. Examine supply-side considerations in planning for tourism level. 3. Evaluate the role stakeholders involved in and affected by the tourism planning process, and related issues of partnership-working and participation in the planning process. Successful students will typically: 4. Critically examine the role of government in tourism planning. 5. Propose tourism planning solutions to tourism development challenges.

Module Content: The module investigates the role of the public sector role in planning for tourism development. Students will explore supply-side considerations in developing tourism destinations, and understand the role of local, regional and national level government agencies in controlling as well as supporting tourism development. Students will examine methods for increasing public participation in the policy-making process and consider the challenge of balancing the interests of a variety of tourism stakeholders. The module outlines the various policy tools available to planners in seeking to influence tourism development, and students will investigate the effectiveness of many of these using case studies of theory in practice. The curriculum will normally include: • The role of governments and supra- national organisations in tourism planning (including governments as tourism entrepreneurs) • The tourism product: components of supply • -Planning tourism at different scales: site, regional and national • -Tourism stakeholders and consultation in the planning process • Public participation in tourism planning • Policy tools for regulating tourism development • Policy tools for stimulating tourism development (including financial incentives, training, promotion).

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
50%	%	50%

Module code	Module title	Semester	Credits	Prerequisite
6BUS1213	Strategic Business Management for THEM	A	15	

## 6BUS1213 Strategic Business Management for THEM

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Analyse the relationship between research and business management through analysis, evaluation and application of relevant theories to practice. 2. Assess the dynamic environment in Tourism, Hospitality and Event businesses and evaluate their impacts on organisation and management strategies. 3. Examine a range of decision making techniques and strategies to enhance managerial careers and entrepreneurial development. Successful students will typically: 4. Differentiate and apply strategic plans in Tourism, Hospitality and Event businesses. 5. Critically evaluate organisations' strategies and managerial practices. 6. Formulate strategic plans for improving management and business operations in the Tourism, Hospitality and Event industries

Module Content: This module aims to equip students with an understanding of the theoretical concepts used in management focussing on the Tourism, Hospitality and Events industries. The module covers topics such as principal theories in strategic management, decision making techniques, and research and analytical skills designed to develop students' potential for managerial careers and entrepreneurial ventures. Moreover, it will focus on the subject of business strategy and consider the problems involved in researching and developing strategies, as well as planning and implementing them within the limitations of the organisation. The module is delivered through one hour's lecture and one hour's seminar weekly. Students are active participators and contributors to the module and its success. They are required to become familiar with the contents of the main texts, and to research and read round the subject as the module progresses. This module will develop knowledge of strategic management concepts and skills to enhance the business operations in the Tourism, Hospitality and Event industries. Critical appraisal of current affairs, analysis of tourism, hospitality and event business strategies, synthesis of trends and issues in the hospitality and event environment are key areas of focus. In the class room, students' knowledge and understanding will be developed through lectures, discussions, case studies, reading and assessment activities. Learning will also take place via guest speakers' lectures.

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
6BUS1214	Tour Operating	A	15	

## 6BUS1214 Tour Operating

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Analyse the role and purpose, scope and scale of the ex UK tour operating industry. 2. Examine the drivers of consumer demand for mass market and niche tourism. Successful students will typically: 3. Explain the business decisions made by tour operators in head office and in resort 4. Use models to recommend future strategies for tour operators 5. Evaluate the impact of mass market and niche tourism on the social and natural environments

Module Content: This module provides students with the opportunity to explore the role and purpose of ex UK outbound tour operators, examining the geographical, product and customer contexts in which mass market and niche tour operating has evolved. Students may study suppliers of products such as sex tourism, adventure tourism, dark tourism, ecotourism, food & wine tourism and health tourism. In addition, students will examine tour operator business decision making. Students will debate the changes in consumer attitude and demand which have brought about the changes in tour operating supply, evaluate factors which could affect demand further and consider the response of both the tour operators and the destinations in which they operate. • Sessions will be used to provide students with the underpinning knowledge of how tour operators function, using examples from both mass market and niche operators in context • Students will research using texts, journal articles, industry reports, case studies and will be encouraged to make a site visit to a tour operator • Active sessions will encourage students to consider the complexities surrounding business decision making within the context of tour operating • Students will be supported to reflect in and on their learning of this subject to better prepare them for potential future employment in the tour operating sector

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
%	50%	50%

Module code	Module title	Semester	Credits	Prerequisite
6BUS1217	Destination and Visitor Attraction Management	B	15	

## 6BUS1217 Destination and Visitor Attraction Management

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Differentiate between the range and diversity of global destinations and visitor attractions 2. Analyse destination and visitor management techniques. 3. Evaluate the role of visitor management in determining the success of a destination and visitor attraction. Successful students will typically: 4. Create solutions to practical management problems that are experienced in a range of destinations and visitor attractions. 5. Justify the effectiveness of destination and visitor attraction management techniques. 6. Write a report and successfully run a seminar session based on a destination and/or visitor attraction

Module Content: Managing visitors to destinations and visitor attractions is one of the most important challenges to ensure negative impacts of visitors are kept to a minimum and benefits to the local community and the environment are maximised. Management techniques can be used to protect sites and culture whilst promoting visitor satisfaction through education, interpretation and direction/control of visitors. As visitor numbers grow, management of them is becoming increasingly important to ensure that destinations and visitor attractions remain in good condition for the benefit of future generations. Management is also important to ensure positive visitor experience and enjoyment. This module gives students the opportunity to explore the practical management of destinations and visitor attractions. Students will attend weekly lectures which deal with the main theoretical concepts such as: - Factors that determine the success of a destination and visitor attraction - Hard and soft visitor management techniques - Visitor satisfaction - Destination and visitor attraction marketing - Visitor management solutions to alleviate negative impacts and enhance positive impacts. Students will attend weekly seminars in smaller groups, one of which they will deliver as part of a team. They will be expected to engage fully with the seminar case study in the weeks that they aren't delivering the session. Various tasks and examples from around the world will help to consolidate the theories that have been delivered in the lecture. They will submit a report summary based on their team seminar destination/visitor attraction that summarises their main findings.

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
50%	20%	30%

Module code	Module title	Semester	Credits	Prerequisite
6BUS1218	Business Tourism and Events	B	15	

## 6BUS1218 Business Tourism and Events

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Explore the synergies between buyers, suppliers and intermediaries of Business Tourism and Business Events Industries 2. Critically discuss trends which impact on business tourism and business events 3.

Evaluate the added value business tourism and business events bring to a location or country. Successful students will typically: 4. Create practical solutions in business events and recognise differences in market segments and demographics. 5. Communicate and present findings of investigative activity into a specific segment of business events in a structured format.

Module Content: This module provides students with understanding of the diverse components (buyers, intermediaries, suppliers) of Business Tourism and Business Events Industries. Students will look in detail at the various sectors of the Business Events Industries and also investigate current issues and trends and the impact they have within the marketplace. Students will be introduced to the significance of the industry and techniques for leveraging additional spend from the business market in order to benefit host economies. The curriculum will normally include: • Understanding of range of business event market products • The needs of the business event market segment • Techniques for enhancing business tourism and business events contribution to host economies • Marketing strategies to target the business tourism, business events market • Global competition for the business market and international marketing strategies

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
40%	60%	%

Module code	Module title	Semester	Credits	Prerequisite
6BUS1219	Aviation and Airlines	B	15	

## 6BUS1219 Aviation and Airlines

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Analyse the factors influencing the patterns and characteristics of tourist demand in generating areas. 2. Examine the relationship between airlines and airports. 3. Evaluate the effectiveness of destination management and logistical operations of airlines and airports. Successful students will typically: 4. Research and assess tourist destination airports and the effect of regional airports in the regeneration of rural; coastal or urban resorts. 5. Undertake independent research using a variety of sources for assessed work about an aspect of aviation. 6. Apply relevant examples of best practice to identify challenges of a specific destination.

Module Content: Aviation and airlines have undergone enormous changes in the past 50 years. International flag carriers have had their traditional 'official' status challenged by the 'no frills' or Low Cost Carrier model of operation. Chartered airlines have had to adapt their operational model to cope with sophisticated tourists who not content with the standard package have developed their own tour itineraries. The Internet has transformed bookings; pricing strategies and feedback channels. The VIP market has burgeoned, yet all aviation is subject to rigorous planning, political and legislative constraints. This module with equip future graduates to seek employment in this dynamic environment. Students will attend weekly lectures which deal with the main theoretical concepts of tourism and aviation, from a geographic and operational perspective. A variety of terms and models are used throughout this module to enable students to fully understand complex relationships. Students will attend weekly seminars or tutorials in smaller groups and will undertake activities to consolidate the theory imparted during lectures. Using case studies they will gain a clear understanding of airports in destinations and generating regions.

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
%	100%	%



Module code	Module title	Semester	Credits	Prerequisite
6BUS1220	Policy, Politics and Events	A	15	

## 6BUS1220 Policy, Politics and Events

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Examine the political nature of the event policy-making process; 2. Evaluate the effectiveness of event policies; 3. Analyse different event management strategies in terms of their meeting stakeholder expectations. Successful students will typically: 4.

Demonstrate an awareness of political dimensions in the event planning process; 5. Apply relevant theories and political context to event case studies and examples.

Module Content: The module is designed to further develop student understanding of the event public policy, through critical examination of the reasons behind the organisation of events, decisions affecting the hosting of events, the nature of government involvement or non-involvement, the structure of agencies responsible for bidding, development, management, marketing and promotion; and the involvement of communities. Differences between policies and institutional arrangements on a national and local level will be addressed. The historic and contemporary use of events to promote political choices will also be examined. Lecture content is likely to include: - The means through which events fit into the set of institutional arrangements for government policy-making. - Issues of power, ideology and propaganda and how these apply to events. - Strategies for managing stakeholder input in event planning. - Methods for engaging local communities in events as organisers or participants. - The importance of events as components of tourism and regional development strategies. - Case studies of events that have become highly politicised. - Ongoing critical discussion of news items and assessment as to how they apply to event management

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
40%	60%	%

Module code	Module title	Semester	Credits	Prerequisite
6BUS2064	Contemporary Issues for the Events and Tourism Graduate	B	15	

## 6BUS2064 Contemporary Issues for the Events and Tourism Graduate

Semester: B

Credits: 15

**Intended Learning Outcomes:** The aims of this module are to enable students to: determine key contemporary issues in tourism and event management and create viable solutions to these issues from a business perspective. Students will engage with academic research on a current industry issue and provide a critique of the issue from theoretical standpoint whilst also providing practical solutions. They will continue to develop key employability skills and have the opportunity to showcase their graduate attributes by presenting at and attending a student conference (or equivalent). Successful students will typically: research relevant academic books & journal articles and industry press to critique their chosen issue; participate in a student conference (or similar) to enhance professional and compassionate; team working skills; successfully demonstrate graduate attributes; successfully evidence key employability skills.

**Module Content:** The module looks at existing & emerging trends, contemporary issues and areas of tourism and event research. By further developing students independent research skills, they will be encouraged to explore the current academic research in events and tourism and apply associated theories to issues confronting tourism & event managers in practice. With guidance, students will choose an issue to explore in more depth as part of the student conference. Students are expected to draw on the whole range of knowledge and skills developed throughout their degree programme when reviewing academic literature, and also demonstrate a range of graduate attributes through the assessment.

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
%	100%	%

Module code	Module title	Semester	Credits	Prerequisite
6BUS2066	Events-Driven Tourism	B	15	

## 6BUS2066 Events-Driven Tourism

Semester: B

Credits: 15

**Intended Learning Outcomes:** The aims of this module are to enable students to: develop an understanding of how large events can act as catalysts for tourism development in a range of different types of destinations, though predominately cities. Students will plan an integrated events-led strategy to develop tourism in a specific destination and to ensure the delivery of economic, socio-cultural, environmental and other benefits, both in the short and long-term. Successful students will typically: Examine the foundations and theories behind the concept of event-tourism; Analyse the range of short-term benefits and long-term legacy brought about by major events for a destination and its host community; Appraise strategies for tourism development through the use of major events and festivals; Effectively communicate the bidding, planning and staging processes involved in event-tourism; Enhance professional and compassionate team-working skills.

**Module Content:** Large events can significantly expand a destination’s visitor economy as they motivate a great volume of tourism, attract high-yield tourists and generate demand for all the venues and services associated with tourism and hospitality. Many cities and regions therefore often devote considerable resources to developing, attracting, and hosting major events as part of their strategy to increase tourism numbers. Such events include sports events, business events and cultural festivals. They can be recurring events such as annual festivals, or one-off events that require competitive and which may involve considerable investment. The events can deliver economic, socio-cultural, environmental and other benefits so impact assessment is crucial as is long-term legacy planning. In this module students will develop a strategic plan for a large event to a specific destination, considering the likely social, environmental and cultural impacts whilst ensuring long-term legacy. and pitch their ideas in a competitive bid.

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
%	100%	%