



## Flexible Credit Framework HBS Level 7 Online Modules for 2020-21

*For information only: all study pathways are subject to agreement by the programme leader*

### **7BSP1247 Managing People and Organisations** 15 credits

Types of organisations, organisational structure and culture and the implications of these for the management of people. The key role of people to organisational success and the importance of people management. The structure and activities of the HR function, and interaction between HR and line managers. The foundations of interpersonal behaviour: values, motives, emotions, beliefs, attitudes, intentions, abilities, traits and personality. Personal development: understanding the self; self-awareness and self management. Understanding others: perception and interpretation. Communication at work: communication processes, barriers to communication. Communicating effectively. Working in groups and teams. Development of groups, group structures and processes. Working across cultures and developing appropriate skills. Inter-cultural group work. Leadership: the nature of leadership. Operating effectively as a leader.

### **7BSP1303 International and Comparative HRM** 15 credits

This module is designed to provide an in-depth and theoretically informed exposition of the human resource complexities in managing across borders as a primary strategic concern of multinational corporations (MNCs). It is organised around international and comparative themes on an integrated basis. In exploring international HRM themes, students examine the challenges of managing staff in home and host localities, including the selection, training and rewarding of expatriates. Cultural awareness will be explored through the examination of diverse institutional and cultural environments in host destinations for MNCs. These include North America, 'Western' and 'Eastern' Europe, Japan, China and a selection of emerging/developing countries.

### **7BSP1244 Project Management** 15 credits

Businesses regularly use project management to accomplish unique outcomes with limited resources under critical time constraints. Project management is used as a means of implementing and managing change through different projects with the aim of providing business benefits. Project management provides an organisation with powerful tools that improve its ability to plan, implement and control activities as the way in which it utilises its people and resources. This module provide students with

the understanding of the project lifecycle as well as understanding of how projects interact and impact their environment. The module content will include: - the fundamentals of project and project management; - using systems theory to explain the relationship between project components internally and externally; - project organisational structure; - the role of project manager and its importance to the success of project delivery; - the processes of project planning, pricing and cost control; - project management best practices and methodologies; - project evaluation.

### **7BSP0355 International Business Strategy** 15 credits

This module explores the challenges faced by international firms in building and sustaining competitive advantage within a complex, uncertain and rapidly changing global business environment. It will use a range of theoretical tools and concepts to explore the meaning of both quantitative and qualitative case study evidence. Students will examine how and why firms develop a range of strategic approaches to international business challenges, balancing a consideration of internal organisational influences and stakeholder pressures against an evaluation of the impact of competitive rivalry and broader environmental forces. A range of theoretical perspectives and debates will highlight the conflicting tensions felt by managers engaged in the international business strategy process, particularly the tension between demands to be responsive to national differences and economic pressures while also becoming more efficient and globally integrated. Students will generate and critically assess a range of strategic options available to managers in specific case situations.

### **7BSP1245 Finance for International Business** 15 credits

The initial focus of the module is on the interpretation of financial statements. Participants will develop the skills to analyse financial statements, diagnose problems, and recommend a range of potential business solutions. We then go on to consider alternative techniques for evaluating major investment projects and explore the ways in which they might be financed. Students then learn how the firm's foreign exchange risk arises and how it can be managed using various foreign exchange hedging techniques. The module then considers the strategic aspects of financial management and how business performance is monitored and managed with a view of building enterprise value. It is here that the notion of value drivers is explored along with how value is created and how it is distributed to stakeholders.

### **7BSP1090 Intrapreneurship and Enterprise** 15 credits

This module will address key issues in entrepreneurial behaviour and the process of enterprise creation in the 21st century. The module will revisit mainstream theory in entrepreneurship, and introduce students to key concepts, theories and models with specific reference to some influential themes in entrepreneurship and intrapreneurship. The module seeks to address the process of organisation creation and its development from idea generation and opportunity recognition through to social and business development and corporate failure and exit. Examples will be drawn from public, private and voluntary sectors and differences between them will be highlighted. The module will address a wide range of topics drawn from the finance for startups, political issues such as relationship building, strategic alliances, networking, word of mouth, creativity and entrepreneurial marketing. Reference will also be made to broader issues such as gender, age, leadership, and CSR including green or sustainable marketing.

### **7BSP1260 Innovative Marketing Solutions 30 credits**

Marketers are too often seen as specialists and tacticians rather than strategists who help to lead organisation-wide initiatives that have strategic, cross functional and bottom line impact. However, organisations of all sorts (commercial large organisations, SMEs and not for profit) rely on innovation – the design, development and marketing of new or improved products and services – to gain and sustain competitive advantage. Marketers must therefore ensure that the consumer is central to the organisation's innovation processes in order to achieve market focused product/service design and development and a marketing mix that will influence adoption by the market – and that their organisation is able to meet its marketplace challenges in the post digital marketplace. The module begins with an analysis of the role and importance of innovation in marketing decision making in different types of organisations. Students will then form teams to compete in a marketing simulation game.

### **7BSP1256 Modern Marketing Communications 15 credits**

This module explores how digital has added to the complexity of marketing by creating a fragmented landscape for marketing communications that has changed communications planning. The module investigates how marketers are often required to blend communications across online and offline channels to create a unifying platform that can deliver a connected communications strategy able to deliver an organisation's objectives. Real world examples from a range of organisations and sectors are used to examine how this unifying platform must connect to customers through emotional actions. How this "connected story" is then communicated across the best channels given the market context is evaluated, along with the challenges of managing effective communications for different organisations

### **7BSP1259 Marketing Insight, Analysis and Decision Making 30 credits**

This module explores contemporary consumer research, problem solving and analysis techniques and how information about consumers, markets and business performance is critical to successful marketing decision making. It enables students to understand how data becomes information that can be used to develop marketing strategy and deal with marketing challenges. It draws on a range of disciplinary perspectives spanning the social sciences, new and emerging forms of consumer research and insight generating methodologies, problem solving strategies, data mining and management science. These will include using Google analytics and Social Media Monitoring to assist marketing insight into digital campaign effectiveness. Students explore a range of strategic perspectives and how execution differs according to the unique situation of an individual organisation; they use a range of performance measures (financial and non-financial) to evaluate the options available to a variety of organisations, and consider the resource implications of the decision making process.

### **7BSP1011 International Supply Chain Management 15 credits**

The focus of this module is on the theory and practice of international supply chain management in the context of organisations. Topics to be covered include: supply chain strategy, performance and structure of supply chains; supplier relationships; managing quality; matching supply and demand; inventory control, sourcing and managing suppliers; risk management, sustainability; corporate social responsibility; humanitarian supply chain integration and future contemporary challenges of supply chain management. The module will introduce the students to the main methods and techniques commonly used in the management of international supply chains; these include techniques such as simulation, forecasting, optimisation, distribution, network analysis, and so on.

### **7BSP1312 Creative Problem Solving** 15 credits

Students will bring their existing knowledge together with specific research and the skills and understanding gained of the module's methods and techniques to bear on current real world business or other complex issues. They will work both in teams and individually to tackle and effectively resolve these issues. All this will be facilitated by frequent interaction between students, and between students and tutor, with a lot of support provided throughout the module. Methodologies such as SODA and Soft Systems Methodology employ very different, imaginative processes and techniques, including soft models, to organise and structure our thinking and ensure rigorous and rational intervention, and the right resolutions and outcomes. Additionally, we look at some more quantitative based approaches including Decision Theory and Decision Analysis to complement the soft, more qualitative methods above.

### **Short Courses in Leading and Coaching** 30 credits each

- Leading 1 – Exploring Leadership – Groups and Teams
- Coaching 1 – Exploring Coaching – Conversation
- Leading 2 – Exploring Leadership – Self and Others
- Coaching 2 – Exploring Coaching – Relating