



Module Catalogue

Hertfordshire Business School

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

SEMESTER A, B AND AB 2021/22

INTRODUCTION

This module directory is specifically designed for exchange students to select modules at Hertfordshire Business School, University of Hertfordshire.

1. Please see the box below explaining the module codes:

4BUS1010		
4	BUS	1010
Module level	School of study	Module code

2. As an exchange student you can choose modules from levels 5, 6 and exceptionally at level 4.

Level 4	Level 5	Level 6
First Year module	Second year module	Third Year module

3. Co-requisites, pre-requisites and prohibited combinations.

Some of the modules may have co-requisites or pre-requisites which you will find indicated in each module. Please note for you, as an exchange student, *if a module has co-requisites or pre-requisites you must have previously studied the subject and have completed the relevant module(s) at your home institution*. When sending your application, please include a copy of your transcript to show that you have taken the minimum required co-requisites or pre-requisites module(s) at your home institution. Additionally, we may require you to provide a module description in order to evidence prior study.

If you are in the process of completing the required module(s) at the time of the application and you do not have the final copy of the transcript, please include a letter from your home institution clearly listing the modules that you are registered on.

Prohibited combinations- please note if there are modules listed under prohibited combinations you can only study one of the modules.

List of Modules

4BUS1007	The Event Industry
4BUS1010	Principles of Marketing
4BUS1010	Principles of Marketing
4BUS1011	Introduction to Marketing Communications
4BUS1013	Creativity, Technology and Innovation
4BUS1014	Information Technology for Business and Management
4BUS1019	Methods and Systems for Business Decisions
4BUS1020	Introduction to Business Operations
4BUS1021	Marketing Data Analysis
4BUS1023	Introduction to Human Resource Management
4BUS1024	Work and Organisations
4BUS1027	Introduction to Management
4BUS1031	Introduction to Microeconomics
4BUS1033	Introduction to Macroeconomics
4BUS1037	Economics for Business
4BUS1037	Economics for Business
4BUS1038	Information Systems for Business
4BUS1040	Introduction to Business and Management
4BUS1043	Accounting for Business
4BUS1043	Accounting for Business
4BUS1045	Professional Development for Marketers
4BUS1060	Global Perspectives in Business
4BUS1060	Global Perspectives in Business
4BUS1065	International Environment of Business 2: Law, Ethics and Culture
4BUS1067	Information Technology Management for Business
4BUS1069	Quantitative Methods for Business (UJH)
4BUS1071	Quantitative Methods for Management

4BUS1082	Principles of Marketing (CIM)
4BUS1084	Ethics, Governance and Law
4BUS1086	Digital Marketing Essentials
4BUS1095	Professional Development in Advertising
4BUS1096	Accounting for Managers
4BUS1097	Financial Analysis Techniques
4BUS1098	Accounting Principles
4BUS1101	Analytical Techniques for Accountants
4BUS1102	The Accounting Professional
4BUS1104	The Finance Professional
4BUS1105	Analytical Techniques for Finance
4BUS1106	The Economics Professional
4BUS1107	Economics Tools and Techniques
4BUS1108	Economy and Society
4BUS1110	Principles of Finance
4BUS1113	The Tourism Industry Framework
4BUS1114	Study & Research Skills for the Tourism Industry
4BUS1115	Hospitality Operations Management
4BUS1116	Economics for the Tourism & Event Industry
4BUS1117	Global Tourism Geography
4BUS1118	Principles of Tourism & Event Marketing
4BUS1119	Data Analysis for Tourism & Event Management
4BUS1120	HR Management for the Tourism & Event Industry
4BUS1121	The Global Event Industry
4BUS1122	Study & Research Skills for the Event Industry
4BUS1124	People and Organisations
4BUS1124	People and Organisations
4BUS1129	Foundations of Economics for Marketers

4BUS1133	Economics for International Business
4BUS1134	Marketing for International Business
4BUS1137	Quantitative Methods for International Business
4BUS1139	Business Operations and Leadership
4BUS1148	Accounting Aspects of Business
4BUS1149	Analysing and Managing Business Data
4BUS1150	Business and Markets
4BUS1151	Introduction to Organisational Behaviour
4BUS1152	Technology in Business
4BUS1153	The Business Professional
4BUS1154	The Global Business Environment
4BUS1154	The Global Business Environment
4BUS1155	Understanding Marketing
4BUS1156	Business Technology Trends
5BUS1006	Information Systems for Human Resource Management
5BUS1007	Human Computer Interaction for Commercial Applications
5BUS1008	Project Planning and Control
5BUS1010	Trends in Technology
5BUS1015	Techniques of Economic Analysis
5BUS1016	Digital Marketing in Practice
5BUS1018	Public Relations Concepts and Campaigns
5BUS1020	Performance Management and Reward
5BUS1022	Product Innovation
5BUS1023	Principles of Operations Management
5BUS1030	Organisational Psychology
5BUS1031	Marketing for the Small Enterprise
5BUS1032	Marketing Planning
5BUS1033	Marketing for the Creative and Cultural Industries
5BUS1037	Managing People

5BUS1037	Managing People
5BUS1038	Management Accounting for Business Decisions
5BUS1038	Management Accounting for Business Decisions
5BUS1039	Macro Foundations for Finance
5BUS1040	International Trade and the Open Economy
5BUS1047	Business Analysis Tools
5BUS1049	Exploring Business Ethics
5BUS1049	Exploring Business Ethics
5BUS1054	Cross-cultural Management
5BUS1055	European Employment Relations
5BUS1059	Econometrics
5BUS1063	Advertising Concepts and Campaigns
5BUS1065	European Consumer Markets: Issues and Trends
5BUS1066	Mobile Business Technologies
5BUS1080	Enterprise
5BUS1082	Enhancing Employability in Marketing
5BUS1085	Enhancing Employability
5BUS1086	Consumers, Firms and Markets
5BUS1089	Geopolitics
5BUS1098	Modelling Business Problems
5BUS1099	Strategic Marketing Planning
5BUS1106	Product Innovation (International)
5BUS1111	Services Marketing
5BUS1116	Labour Economics
5BUS1117	Creativity in Advertising
5BUS1118	Consumer Behaviour
5BUS1146	Enhancing Employability in Advertising
5BUS1148	Financial Markets and Instruments

5BUS1149	Business Finance
5BUS1150	Enhancing Employability in Finance
5BUS1153	Management Accounting
5BUS1154	Financial Reporting
5BUS1155	Quantitative Analysis for Finance
5BUS1156	Business Life Cycle
5BUS1157	Corporate Finance
5BUS1158	Financial Management
5BUS1160	Skills for Economists
5BUS1161	History of Economic Thought
5BUS1162	Macroeconomics
5BUS1163	Analysing Financial Statements
5BUS1164	Business Economics Techniques
5BUS1165	Understanding Customers
5BUS1168	Enterprise & Technology for Tourism & Events
5BUS1169	Tourism Passenger Transport
5BUS1170	Destination Marketing Research
5BUS1171	Management Accounting for the Tourism & Event Industry
5BUS1173	Career Planning in the Event Industry
5BUS1174	Impacts of Events & Festivals
5BUS1175	Event Planning & Community Engagement
5BUS1176	Risk Management & Security for Events
5BUS1177	Event Marketing, Sponsorship & PR
5BUS1178	Career Planning in the Tourism Industry
5BUS1179	Social & Cultural Impacts of Tourism
5BUS1180	Business and Enterprise Contexts
5BUS1181	Information Systems for HRM
5BUS1183	Enhancing Employability in Human Resource Management
5BUS1185	Business Analysis Tools

5BUS1186	Finance for Global Business
5BUS1189z	HRM for International Business
5BUS1190	Global Supply Chain Management
5BUS1191	Economics of the Global Economy
5BUS1192	Professional Development
5BUS1198	Business Analytics
5BUS1199	Business Operations
5BUS1200	Leading Across Sectors
5BUS1201	Leading Innovation and Change
5BUS1202	Managing Business Finance
5BUS1203	Principles of Logistics Management
5BUS1204	User Centric Design for Systems
5BUS1208	Professional Development for Business
5BUS1212	Employment Law
6BUS0184	Electronic Commerce A
6BUS0273	Supply Chain Management
6BUS0279	Business and Commercial Awareness
6BUS0300	Issues in International Relations
6BUS1002	Anatomy of Financial Crises
6BUS1010	International Production and Governance
6BUS1011	Issues in Global Economy
6BUS1012	Advanced Project and Risk Management
6BUS1014	Using IT to Gain Strategic Advantage
6BUS1017	Employment Relations
6BUS1018	Information Systems and Knowledge Management
6BUS1019	International Human Resource Management
6BUS1021	Advertising Strategy
6BUS1022	Business to Business Marketing
6BUS1025	Global Marketing Ethics and Culture

6BUS1025	Global Marketing Ethics and Culture
6BUS1026	Forecasting Methods for Managers
6BUS1035	Knowledge Management and Business Intelligence
6BUS1040	Islamic Banking and Finance
6BUS1041	International Financial Management
6BUS1047	Creative Problem Solving for Managers
6BUS1047	Creative Problem Solving for Managers
6BUS1056	Strategic HRM Perspectives
6BUS1059	Strategic Leadership in a Changing World
6BUS1060	Strategic Cost Management
6BUS1061	Strategic Brand Management
6BUS1062	Social Networking and Enterprise
6BUS1062	Social Networking and Enterprise
6BUS1064	Small Business and Entrepreneurship
6BUS1071	Public Relations Strategy
6BUS1076	Marketing Communications
6BUS1078	Money, Banking and Finance
6BUS1079	Modern Econometrics
6BUS1080	Markets, Competition and Policy Performance
6BUS1081	Managing Media and Communications
6BUS1082	Market and Social Research
6BUS1084	Management Decision Making
6BUS1085	Macroeconomics Performance
6BUS1093	Contemporary Issues in Marketing
6BUS1115	International HRM in Practice
6BUS1097	Contemporary Issues in Economics
6BUS1101	Contemporary Issues in Business and Management

6BUS1117	International Strategic Management
6BUS1118	Financial Management in the Public Sector
6BUS1124	Corporate Treasury Management
6BUS1140	Game Theory and Economic Applications
6BUS1141	Leadership and Organisations
6BUS1142	Organisational Behaviour
6BUS1143	Business Strategy
6BUS1162	Web Analytics and Social Media Monitoring
6BUS1163	Agency Relations
6BUS1184	Advanced Management Accounting
6BUS1185	Advanced Financial Reporting
6BUS1187	Effective Governance
6BUS1192	Analysis of Current Issues in Finance
6BUS1193	Corporate Financial Strategy
6BUS1194	Financial Aspects of International Business
6BUS1195	Behavioural Finance
6BUS1196	Advanced Financial Decisions
6BUS1198	Public Finance
6BUS1210	Contemporary Issues in Ethics, Business and Sustainability
6BUS1212	Tourism Planning
6BUS1213	Strategic Business Management for the Tourism & Event Industry
6BUS1214	Tour Operating (Mass Market & Niche)
6BUS1215	Sporting Events & Sports Tourism

6BUS1216	Contemporary Research Themes in Tourism Management
6BUS1217	Destination & Visitor Attraction Management
6BUS1218	Business Tourism & Events
6BUS1219	Aviation & Airlines
6BUS1220	Policy, Politics & Events
6BUS1222	Contemporary Research Themes in Event Studies
6BUS1224	Contemporary Developments in HRD
6BUS1225	Diversity and Equality at Work
6BUS1227	Governance and Auditing
6BUS1235	Advanced Techniques for Accounting
6BUS1267	Digital Economy

Module Name: The Event Industry

Module Code: 4BUS1007

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: have a knowledge and understanding of: 1. the classification of planned events by functions, roles and/or place attachments; 2. the political, economic and environmental costs and benefits of events; 3. the event planning cycle and the event evaluation processes.

Module Content: The module is designed to introduce students to the event industry, special event tourism and the processes of

planning for such events. Students will explore the nature and scope of events and the event experience

alongside the examination of event tourism typologies. This module will enable students to gain an appreciation

of the political, economic and environmental costs and benefits of local, national and international events. This

module will focus on mega events through to smaller community festival tourism, live communications and

business tourism.

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
70%	30%	%

Module Name: Principles
of Marketing

Module Code: 4BUS1010

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. 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 Name: Principles of Marketing

Module Code: 4BUS1010

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 Name: Introduction to Marketing Communications

Module Code: 4BUS1011

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Identify the role of communications within the marketing mix; 2. Examine the various theories of marketing communications; 3. Analyse roles and relationships within the communications industry, including clients, agencies, suppliers and media owners. Successful students will typically: 4. Work independently and in teams to search for information on the communications industry and to present the findings; 5. Analyse the strategies behind a communications campaign; 6. Write a communications brief.

Module Content: The module will introduce students to the various aspects of marketing communications tools from initial analysis of the market through to developing an expanding range of promotional techniques. The module combines an understanding of relevant marketing theories, for instance consumer and organisational buyer behavioural models, buyer behaviour; market segmentation, targeting and positioning; and marketing research, exploring the use of all elements of the promotion mix. This module will cover the main areas of advertising, personal selling, sales promotion, public relations, sponsorship and direct marketing. Attention is also given to new areas of increasing relevance such as product placement and electronic media. Indicative content: - Introduction to the module and communications as part of the marketing mix - Searching for communications information - Communications theory part 1 - Communications theory part 2 - Consumer and buyer behaviour - Communications agencies and client relationships - Advertising - PR - Sponsorship and word of mouth communications - Direct marketing - Electronic media and product placement Group work (in particular presentations) are used in this module to help students develop team skills which are key for a career in the marketing communications industry. Both in a marketing communications department and in a communications agency, group presentations are part of everyday life. The individual tasks could be an Information Hertfordshire quiz and an essay, and the group work will typically be a presentation.

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

Assessment:

Exam	Coursework	Practical
%	70%	30%

Module Name: Creativity, Technology and Innovation

Module Code: 4BUS1013

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Examine the roles and responsibilities of marketers in strategically managing creativity, technology and innovation; 2. Analyse theoretical models underpinning the creation, development and delivery of creative technological and innovative product and service concepts; 3. Explain strategies for implementing creativity, technology and innovation initiatives to capture both internal and external marketplace opportunities. Successful students will typically: 4. Develop initial research skills in capturing potential problems and issues with existing business models; 5. Demonstrate ability to present and advocate new potential business paradigms and strategies; 6. Demonstrate ability to identify sources of creativity, technology and innovation opportunities; 7. Produce well-written, referenced and supported academic material.

Module Content: This module covers the main theoretical models of the discipline, and an understanding of the external environmental climate for products and services, and the main business processes and resources affected when businesses react to these new challenges. Appropriate international perspectives will be included. Creativity, technology and innovation are three important interrelated drivers for internal and external marketing strategy. Marketers are increasingly being challenged to manage these assets, and driver changes in business processes and resource skills. How can marketers utilise these assets to create, develop and deliver customer valued products and services? How will this reconcile with the corporate imperative to make profits? Externally, how does the consumer and customer react to these new technologies? Will patterns of business and markets change as a consequence of these sometimes discontinuous innovations? Creativity in the products and marketplaces produce their own unique challenges, do they represent opportunities or threats to market leadership? Creativity, Technology and Innovation is a module which includes a mix of taught lectures and student-led workshops. These workshops will focus on specific topics within the outlined module. Where possible, it will draw on the expertise of academics and industry practitioners to introduce the principles associated with managing creativity, technology and innovation issues.

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

Assessment:

Exam	Coursework	Practical
%	70%	30%

Module Name: Information Systems and Project Management

Module Code: 4BUS1014

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically:

1. examine a range of information technology aspects, concepts and issues appropriate for a modern business

or management context; 2. assess the capabilities and limits of the technology, how it is suited to certain tasks, and how computerbased systems can meet the information handling and communications requirements of business organisations

and managers.

3. identify and describe suitable information systems or information technology for particular tasks or problems;

4. work individually and in a team, using current commercial application software, to solve practical business

and management-related problems with IT-based systems and carry out techniques that require hands-on use

of such systems.

Module Content: The module explores the evolving world of information technology (IT), and why and how modern business

organisations and managers increasingly make use of IT. It explains why it is vital for anyone in business or management to have a good grasp of the nature and

capabilities of modern computer and communication technologies and information systems. It identifies where and how these systems can be used to tackle a wide range of tasks, problems and

information requirements typically found in the business sphere. Topics include: Introduction to information technology. Business and management aims and objectives. Business activities. Data, information and decision making. Computer systems. Different categories of computers. Hardware. Software. Networks and communications. Organisations as systems and value chains. Business use of Internet and Web. Web technologies. E-commerce. Mobile technologies. Computer system security. Information systems. Databases. Business Strategies. Convergence of technologies. Latest trends and emerging technologies.

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
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%	100%	%
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Module Name: Methods and Systems for Business Decisions

Module Code: 4BUS1019

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically:

1. explain the application of quantitative techniques and information systems to address a wide variety of

management and business problems;

2.summarise and analyse data in a business context and use it to understand and solve management and

business problems.

3. build quantitative models to represent the structure of management problems

4. use information systems and quantitative methods software to solve management problems;5. work in a group to analyse a business problem and make decisions.

Module Content: The aims of this module are to enable students to appreciate the important role of quantitative methods and information systems in management and business decision-making and problem-solving.

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
50%	50%	%

Module Name: Introduction to Business Operations

Module Code: 4BUS1020

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 Name: Marketing Data Analysis

Module Code: 4BUS1021

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: have a knowledge and understanding of: 1. the use of statistics, decision-making and problem-solving strategies in a marketing context; 2. the use of information technology (specifically spreadsheets) to analyse simple quantitative problems. Successful students will typically: be able to: 3. apply appropriate quantitative techniques to manipulate and solve a range of business problems and interpret and analyse the results; 4. use statistical software to solve quantitative marketing problems; 5. work successfully in a group to solve a business problem.

Module Content: The module will introduce students to a variety of data analysis techniques for marketing. Using these techniques, students will be guided into formulating and solving models of business problems, using marketing data sets where possible. Students will learn to interpret the solutions. Students will be introduced to and encouraged to use spreadsheet and statistical software. The main topics studied include: investment appraisal; summary statistics; probability distributions for marketing; correlation and linear regression; forecasting techniques for time series; and project management. Teaching will take the form of a lecture and associated workshops based in computer laboratories. The lectures will introduce the concepts to the students and in the workshops the students will have the opportunity to put the concepts into practice, thus gaining the skills and achieving the module's learning outcomes. Rationale for group-work: In a business, people often work as a team to analyse and solve a business problem. The group work will involve students working as a team to address a business problem, giving them some experience and associated skills.

Pre and Co requisites: Prohibited: 4BUS1017 Quantitative Analysis for Accounting & Finance, 4BUS1018 Quantitative Methods for Economics, 4BUS1016 Tourism & Events: Data Analysis in Practice, 4BUS1052 Quantitative Methods for Business & Management, 4BUS1019 Methods & Systems for

Assessment:

Exam	Coursework	Practical
%	100%	%

Module Name: Introduction to Human Resource Management

Module Code: 4BUS1023

Semester: AB

Credits: 30

Intended Learning Outcomes: Successful students will typically: 1. Explain the main academic theories of HRM 2. Examine key principles of academic research and academic writing 3. Identify and analyse the expectations required of a professional HRM manager 4. Explore basic mathematical techniques and numeracy skills commonly employed in HRM Successful students will typically: 5. Describe and apply different methods of developing knowledge. 6. Identify and develop a series of skills and study strategies to aid their future studies; 7. Communicate effectively both orally and in writing, individually and in teams; 8. Appreciate and apply different research methods 9. Develop skills in IT literacy, including make use of the University virtual learning environment;

Module Content: The module provides students with a series of academic skills and study strategies to underpin their subsequent studies. It is composed of several themes including- 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 different 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 the HRM professional and HRM practice. Topics studied include: The HRM professional and ethical frameworks of HRM at individual, organisational, and national level; organisational strategies for HRM; the theory of HRM; human resource and succession planning; recruitment and selection; equality and diversity; the employment relationship and engagement; communication and HRM; performance management and appraisal; pay and reward; training and development strategies, techniques and management. The module will consider the development of skills by placing students in different learning scenarios. These will be themed and will relate to the individual as a learner and the team as a learning community and support group. The team will be 'set' at various times during the module to enhance group cohesion and allow students to mix with others with different skill sets. Teaching and learning strategies will include the use of tools such as: i-spy, diagnostic tests, case studies, simulation exercises, role play and research assignments. Students will be exposed to a range of different types of assessment in order to allow them to develop skills against a range of assessment methods/tools which will be used throughout their studies. The module is compulsory for undergraduate students following the Chartered Institute of Personnel and Development (CIPD) accredited route.

Pre and Co requisites: Prohibited 4BUS1041- 4BUS1042- 4BUS1045- 4BUS1048-

Assessment:

Exam	Coursework	Practical
%	100%	%

Module Name: Work and Organisations

Module Code: 4BUS1024

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Identify the main theories and debates on the origins, structure and functioning of work organisations; 2. Explain the underpinning factors concerning power, conflict and resistance in organisations; 3. Describe the key features of continuities and change in work and employment patterns; 4. Explain the historical development of and changes in work in industrial societies Successful students will typically: 5. Research relevant academic information relevant to an essay topic 6. Identify and evaluate key aspects of the management of work in organisations;

Module Content: This module provides an introduction to the organising and managing of work in contemporary society. It incorporates a historical review of the emergence of large-scale organisations and of the structure, functioning and management of work organisations including: The nature and purpose of work organisations and the emergence of large-scale organisations, organisation design (structure and culture) and job design; organisation development; implications for the HR function. The management of work organisation: control; concepts and strategies; power, conflict and resistance. The issues of continuity and change at work along with changes in the nature of work and work organisation as a consequence of competitive, technological and social trends. The issues of diversity including race and gender. The key theories of Taylorism and systematic management are discussed. Weber and administrative theories of management, the rise of bureaucratic organisations, human relations approaches, Marx and the labour process. The module will be delivered through a one-hour lecture and one-hour tutorial each week. Students are expected to familiarise themselves with the material through the specified essential reading and other recommended reading. The lectures and guided reading are designed to enable students to develop an appreciation of relevant theories and concepts; students are expected to discuss and apply these in tutorials. The module should provide the means for students to approach the question of work both historically and theoretically, in addition to creating an understanding of contemporary problems of work and organisation.

Pre and Co requisites: none

Assessment:

Exam	Coursework	Practical
50%	50%	%

Module Name: Introduction to Management

Module Code: 4BUS1027

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically:

1. explore principles of business and management and the expectations of a professional manager;
2. develop self-evaluation skills in terms of strengths and weaknesses.
3. identify and develop a series of skills and study strategies to aid their future studies;
4. communicate effectively both orally and in writing, individually and in teams;
5. appreciate and apply different ways of research and methods of enquiry;
6. develop skills in IT literacy, including make use of the University virtual learning environment;
7. develop numeracy skills for analysing and presenting numeric information;
8. appreciate and apply different methods of considering the development of knowledge

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 different scenarios. Students will be expected to operate in

teams, reflect on their practice and recognise aspects for self-development and improvement. These essential skills are developed and examined through a range of issues pertinent to management,

including the evolution of management theory.

Pre and Co requisites: Additional prohibited combinations: 4BUS1047 Professionalism in Event Management, 4BUS1040 Introduction to Business & Management, 4BUS1023 Introduction to Human Resource Management, 4BUS1061 The Business Professional(4BUS1041 The Accounting & Finance Profe

Assessment:

Exam	Coursework	Practical
%	100%	%

Module Name: Introduction to Microeconomics

Module Code: 4BUS1031

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 Name: Introduction to Macroeconomics

Module Code: 4BUS1033

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 Name: Economics for Business

Module Code: 4BUS1037

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 Name: Economics for Business

Module Code: 4BUS1037

Semester: B

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 Name: Information Systems for Business

Module Code: 4BUS1038

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Describe information systems within the typical business organisation 2. Explain the importance of the successful management of computerised business information systems Successful students will typically: 3. Identify the key theoretical elements contributing to an understanding of IS 4. Describe types of computerised business information system, illustrating with relevant examples 5. Demonstrate an understanding of the importance of the successful management of computerised business information systems 6. Work effectively with others in a team as an IS professional

Module Content: The purpose of this module is to enable students to integrate their understanding of business principles with the IT functions and systems which support the business. On completion of the module, they should have a holistic view of the modern business information system, appreciating the intrinsic value of IS/IT in enabling businesses to achieve their goals. This should provide a solid foundation on which to build progressive study of more specialised topic areas relating to business and/or IS/IT. The following is an indicative list of topics: - Organisations and systems - Data, information and knowledge - Information systems - Applying IS to business - E-business and commerce - Managing information systems: planning, organisation and development - IS success and failure The module will use a variety of learning, teaching and assessment methods to link theory with practice, including the use of case studies, seminar discussions and presentations.

Pre and Co requisites: none

Assessment:

Exam	Coursework	Practical
50%	50%	%

Module Name: Introduction to Business and Management

Module Code: 4BUS1040

Semester: AB

Credits: 30

Intended Learning Outcomes: Successful students will typically:

1. explore principles of business and management and the expectations of a professional manager;2. develop self-evaluation skills in terms of strengths and weaknesses.3. identify and develop a series of skills and study strategies to aid their future studies;4. communicate effectively both orally and in writing, individually and in teams;5. appreciate and apply different ways of research and methods of enquiry;6. develop skills in IT literacy, including make use of the University virtual learning environment;7. develop numeracy skills for analysing and presenting numeric information;8. appreciate and apply different methods of considering the development of knowledge.

Module Content: The aims of this module are to enable students to develop their understanding of key topics relevant to business and management and enhance their academic

skills in order to facilitate the transition to Higher Education.

Pre and Co requisites: Additional prohibited combinations: 4BUS1047 Professionalism in Event Management, 4BUS1023 Introduction to Human Resource Management,

4BUS1027 Introduction to Management, 4BUS1061 The Business Professional(4BUS1041 The Accounting & Finance Professional, 4

Assessment:

Exam	Coursework	Practical
35%	65%	%

Module Name: Accounting for Business

Module Code: 4BUS1043

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Apply the basic accounting functions within the context of the 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. Analyse and present numerical data in an informative, cohesive and clear manner.

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. No prior knowledge is assumed hence the delivery process is designed to gradually develop awareness of accounting concepts and functions, before addressing more specific techniques.

Pre and Co requisites: Prohibited: 4BUS1054 Principles of Accounting & Finance, 5BUS1042 Financial Information for Managers, 4BUS1030 Accounting for Business B, 4BUS1096 Accounting for Managers, 4BUS1097 Financial Statement Analysis, 4BUS1099 Accounting Techniques, 4BUS1098 Acc

Assessment:

Exam	Coursework	Practical
%	100%	%

Module Name: Accounting for Business

Module Code: 4BUS1043

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Apply the basic accounting functions within the context of the 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. Analyse and present numerical data in an informative, cohesive and clear manner.

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. No prior knowledge is assumed hence the delivery process is designed to gradually develop awareness of accounting concepts and functions, before addressing more specific techniques.

Pre and Co requisites: Prohibited: 4BUS1054 Principles of Accounting & Finance, 5BUS1042 Financial Information for Managers, 4BUS1030 Accounting for Business B, 4BUS1096 Accounting for Managers, 4BUS1097 Financial Statement Analysis, 4BUS1099 Accounting Techniques, 4BUS1098 Acc

Assessment:

Exam	Coursework	Practical
%	100%	%

Module Name: Professional Development for Marketers

Module Code: 4BUS1045

Semester: AB

Credits: 30

Intended Learning Outcomes: Successful students will typically: 1. Identify the key principles of marketing and the expectations of a professional marketer; 2. Explore the manner in which knowledge is developed; 3. Acquire and apply self-evaluation skills in terms of strengths and weaknesses. Successful students will typically: 4. Identify and develop a series of skills and study strategies to aid their future studies; 5. Communicate effectively both orally and in writing, individually and in teams; 6. Appreciate and apply different ways of research and methods of enquiry; 7. Develop skills in IT literacy, including make use of the University virtual learning environment; 8. Develop numeracy skills for analysing and presenting numeric information; 9. Appreciate and apply different methods of considering the development of knowledge.

Module Content: The module provides students with: 1) A series of academic skills and study strategies which will underpin their subsequent studies. This part of the module is composed of several themes which will include research and enquiry, referencing, written communication and oral communication. 2) A series of practical business skills that will assist them in becoming effective marketing professionals. The module will employ a variety of teaching and learning strategies to develop both the academic skill set of the student and their practical business skills. The module will use case studies across various sectors to provide real world experience. The module will consider the development of skills by placing students in different learning scenarios that relate to everyday problems in business. . Students will be exposed to a range of different types of assessment and these will build into a Portfolio that they can refer to as they approach their careers.

Pre and Co requisites: Additional prohibited combinations: 4BUS1040 Introduction to Business and Management, 4BUS1023 Introduction to Human Resource Management, 4BUS1027 Introduction to Management, 4BUS1061 The Business Professional (4BUS1041 The Accounting and Finance Professi

Assessment:

Exam	Coursework	Practical
%	70%	30%

Module Name: Global Perspectives in Business

Module Code: 4BUS1060

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically:

1. Describe the concept of culture;
2. Identify cross-cultural difference and assess its implications for business managers;
3. Analyse the nature of globalisation, its impact on business and the management of globalisation from a variety of perspectives;
4. Develop their own cultural communication and negotiating styles;
5. Reflect on the implications of cultural differences and globalisation.

Module Content: Internationalisation of business is creating a substantial increase in intercultural contact, which is reflected in

the skills set of managers operating in a globalised world. Managers need to develop sensitivity to and a critical

understanding of issues arising out of cultural difference, and be equipped to manage and operate in diversity. The module explores themes of: a) concepts of culture, b) cultural differences and c) globalisation. It will also

explore related ideas such as ethnocentrism and prejudice. It looks at and draws upon the work of leading

theorists, such as Hofstede and Trompenaars, in the analysis of cultural difference. It will look at cross-cultural

differences in communication and negotiation style. The workshop element of the module will consider the

practical consequences of cultural difference for corporations and sojourners. Types of international corporate culture will be examined. The nature of culture shock will be explored.

Pre and Co requisites: Students cannot study 4BUS1060 in combination with: 4BUS1029 Global Perspectives in Economics, 4BUS1046 Global Perspectives in Tourism & Event Management, 4BUS1065 International Environment of Business; Law, Ethics and Culture

Assessment:

Exam	Coursework	Practical
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%	100%	%
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Module Name: Global Perspectives in Business

Module Code: 4BUS1060

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically:

1. Describe the concept of culture;
2. Identify cross-cultural difference and assess its implications for business managers;
3. Analyse the nature of globalisation, its impact on business and the management of globalisation from a variety of perspectives;
4. Develop their own cultural communication and negotiating styles;
5. Reflect on the implications of cultural differences and globalisation.

Module Content: Internationalisation of business is creating a substantial increase in intercultural contact, which is reflected in

the skills set of managers operating in a globalised world. Managers need to develop sensitivity to and a critical

understanding of issues arising out of cultural difference, and be equipped to manage and operate in diversity. The module explores themes of: a) concepts of culture, b) cultural differences and c) globalisation. It will also

explore related ideas such as ethnocentrism and prejudice. It looks at and draws upon the work of leading

theorists, such as Hofstede and Trompenaars, in the analysis of cultural difference. It will look at cross-cultural

differences in communication and negotiation style. The workshop element of the module will consider the

practical consequences of cultural difference for corporations and sojourners. Types of international corporate culture will be examined. The nature of culture shock will be explored.

Pre and Co requisites: Students cannot study 4BUS1060 in combination with: 4BUS1029 Global Perspectives in Economics, 4BUS1046 Global Perspectives in Tourism & Event Management, 4BUS1065 International Environment of Business; Law, Ethics and Culture

Assessment:

Exam	Coursework	Practical
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%	100%	%
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Module Name: International Environment of Business 2: Law, Ethics and Culture

Module Code: 4BUS1065

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically:

1. Explain the nature of globalisation
2. Examine the legal framework of international trade
3. Evaluate the impact on business and management of cross-cultural difference
4. Explore the range of cultural and ethical issues raised by global trade
5. Explain the role of the contract of sale in an international context
6. Reflect on the implications of cultural differences for international communication

Module Content: The skills set needed by today's managers operating in an international context requires them to have a good

understanding of the various legal and ethical implications of global trade and to develop sensitivity to issues arising out of cultural difference so that they can operate and communicate effectively in diversity. The module will explore themes of: a) legal framework of international trade such as INCOTERMS and the Vienna Convention; b) business ethical considerations specific to international trade; c) cross-cultural differences and their impact on communication and negotiation styles.

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
%	100%	%

Module Name: Information Technology Management for Business

Module Code: 4BUS1067

Semester: AB

Credits: 30

Intended Learning Outcomes: Successful students will typically: 1. Define key principles of business and management and the expectations of professional IT managers 2. Explain current trends and issues in the area of ITMB Successful students will typically: 3. Develop a series of academic and professional skills and study strategies to aid their future studies and potential employment 4. Communicate effectively both orally and in writing, individually and in teams 5. Recognise and apply different ways of research and methods of enquiry 6. Apply skills of IT literacy 7. Apply numeracy skills in analysing and presenting business information. 8. Demonstrate self-evaluation and reflection skills.

Module Content: The module will provide students with a series of academic skills and study strategies which will underpin their subsequent studies. 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 business and management. The module is further supported by a series and library of 'Industry Insight Lectures' that can be drawn upon when and where appropriate to provide students with an introduction to the role of the IT manager within different organisational contexts as well as providing the opportunity to understand current trends and issues in the IT industry. Topics studies will include working in organisations, the functional areas of business, problem-solving and change and progression within a business and management context. A range of personal and business skills are developed throughout using a variety of in-class and directed activities including group work. A variety of teaching and learning strategies are employed throughout the module to develop both the academic skill set of students and the ability to self-reflect.

Pre and Co requisites: none

Assessment:

Exam	Coursework	Practical
%	75%	25%

Module Name: Quantitative Methods for Business (UJH)

Module Code: 4BUS1069

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 Name: Quantitative Methods for Management

Module Code: 4BUS1071

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically:

1. Explain how quantitative data may be used to inform business and management decisions
2. Explore a range of basic mathematical and statistical techniques commonly employed in business and management contexts
3. Recommend appropriate business decisions based on the results of quantitative analysis
4. Apply a range of basic mathematical and statistical techniques to management data
5. select and use appropriate methods for summarising and analysing management data sets

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.

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
50%	50%	%

Module Name: Principles of Marketing (CIM)

Module Code: 4BUS1082

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 successfully 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 Name: Ethics, Governance and Law

Module Code: 4BUS1084

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically:

1. outline the basics of the English Legal System
2. describe the processes involved in the formation of companies
3. describe contract law and tort of negligence
4. discuss key aspects of Corporate Governance
5. explain the interaction between law, corporate governance and ethics
6. apply basic legal principles to selected case studies in the business world
7. apply ethical principles to selected case studies in the business world

Module Content: The aims of this module are to enable students to become familiar with the basics of the English Legal system relevant to businesses and professionals- Gain an overview of Corporate Governance and Ethics

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
60%	40%	%

Module Name: Digital Marketing Essentials

Module Code: 4BUS1086

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Gain knowledge and understanding of the core marketing tools and techniques used by marketers 2. Be able to assess the effectiveness of digital marketing strategies for various organisations 3. Be able to develop actionable recommendations for organisations' effective use of digital marketing 4. Be able to undertake research from a wide range of sources and develop in-depth insight into the future of digital marketing Successful students will typically: 5. Be able to advise an organisation on how best to optimise digital marketing strategies 6. Understand how to assess the effectiveness of digital marketing tools and techniques 7. Be able to discuss the opportunities and challenges marketers are faced with when using digital marketing

Module Content: This module introduces students to digital marketing tools and techniques widely used by marketers across different kinds of organisations. The module is highly interactive and uses current case study material to expose students to digital marketing campaigns - success and failures -, digital marketing evaluation techniques and integration of digital marketing with organisations' overall business strategy and marketing communication. The following areas will be covered throughout the module: •Overview of the digital landscape and trends in online customer/consumer behaviour •Content and data – their central roles in digital marketing •Paid media – the channel options: display advertising, search, affiliates •Websites – development and usability •Email marketing and databases – including the spam act •Mobile marketing & emerging media – new technology and tactics •Social media – how to effectively manage and leverage the available tools for marketing •Campaign planning – Practical aspects of digital marketing and the role of agencies •Cross media integration – tying it all together for acquisition and retention

Pre and Co requisites: none

Assessment:

Exam	Coursework	Practical
%	100%	%

Module Name: Professional Development in Advertising

Module Code: 4BUS1095

Semester: AB

Credits: 30

Intended Learning Outcomes: Successful students will typically: 1. Identify the key principles of advertising and the expectations of a professional working in the advertising and/or communications industry; 2. Explore the manner in which knowledge is developed; 3. Acquire self-evaluation skills in terms of strengths and weaknesses. Successful students will typically: 4. Identify and develop a series of skills and study strategies to aid their future studies; 5. Communicate effectively both orally and in writing, individually and in teams; 6. Appreciate and apply different ways of research and methods of enquiry; 7. Develop skills in IT literacy, including make use of the University virtual learning environment; 8. Develop numeracy skills for analysing and presenting numeric information; 9. Appreciate and apply different methods of considering the development of knowledge

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, commercial awareness, creativity and the nature of knowledge. These will allow students to effectively match problem-solving techniques to different 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 the field of advertising, and to the broader environment of the marketing profession and marketing practice where advertising sits in. 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 self-reflect through the context of programme related topics and projects. The module will use case studies across various sectors including advertising, creative and communications agencies, charities, creative campaigns, brands and FMCG products. The module will consider the development of skills by placing students in different learning scenarios. These will be themed by the particular skill development and will relate to the individual as a learner and the team as a learning community and support group. The team will be 'set' at various times during the module to enhance group cohesion and allow students to mix with others with different skill sets. Teaching and learning strategies will include the use of: - i-spy; - diagnostic tests; - case studies; - simulation exercises; - role play; - research assignments. Students will be exposed to a range of different types of assessment in order to allow them to get a feel for some of the assessment methods/tools which will be used throughout their studies.

Pre and Co requisites: Additional prohibited combinations: 4BUS1040 Introduction to Business and Management, 4BUS1023 Introduction to Human Resource Management, 4BUS1027 Introduction to Management, 4BUS1061 The Business Professional (4BUS1041 The Accounting and Finance Profess

Assessment:

Exam	Coursework	Practical
%	70%	30%

Module Name: Accounting for Managers

Module Code: 4BUS1096

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 publicity 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: Financial Analysis Techniques

Module Code: 4BUS1097

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 concise.

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, Accounting for Managers 4BUS1096, Accounting Techniques 4BUS1099, Accounting Principles 4BUS1098.

Assessment:

Exam	Coursework	Practical
%	100%	%

Module Name: Accounting Principles

Module Code: 4BUS1098

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 Name: Analytical Techniques for Accountants

Module Code: 4BUS1101

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 Name: The Accounting Professional

Module Code: 4BUS1102

Semester: AB

Credits: 30

Intended Learning Outcomes: Successful students will typically: 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. Recognise their own areas of strengths and weaknesses; 3. Present their views and opinions in a clear and academically supportable, manner; 4. Prepare work that has been researched competently to relevant academic literature both within the university virtual learning environment and within the broader arena; 5. Review financial information and report on reasons for changes in this information; 6. Solve problems using appropriate modelling techniques; Successful students will typically: 7. Present work effectively both orally and in writing; 8. Demonstrate the ability to operate effectively within a team / group environment; 9. Reference their work using the Harvard system; 10. Identify and develop a set of skills and strategies to aid future research and study; 11. Recognise and apply differing methods of planning and achieving knowledge development; 12. Analyse and present numerical data in an informative, cohesive and clear manner using a good level of IT literacy.

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, IT-literacy, numeracy 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 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 - Financial markets and share prices - Decision analysis and control within accounting - Mathematical modelling of business operations 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 enhance knowledge and learning through reflection in the context of both programme-related topics and projects. Students' skills will be developed by placing them in differing types learning scenarios : both individual and group and including academic study and practical, skill based activities. Feedback is a highly rated development activity and will be given to all students in such a manner as to relate to the individual as a learner and the team as a learning community and support group. Teaching and learning strategies will include the use of: - diagnostic tests; - case studies; - simulation exercises; - role play; - research assignments. Students will be exposed to a range of different types of assessment in order to allow them to get a feel for some of the assessment methods/tools which will be used throughout their studies. Students will work in pairs or larger groups enabling them to learn to function in teams and to build learning communities and

relationships during their first year of study. Students will also be expected to engage in activities scheduled by the academic skills tutors and the module leaders will provide guidance on which of these sessions students should be engaging with on a weekly basis.

Pre and Co requisites: Prohibited combinations: 4BUS1040 Introduction to Business & Management, 4BUS1023 Introduction to Human Resource Management, 4BUS1027 Introduction to Management, 4BUS1061 The Business Professional, 4BUS1045 Professional Development for Marketers, 4BUS1048

Assessment:

Exam	Coursework	Practical
%	60%	40%

Module Name: The Finance Professional

Module Code: 4BUS1104

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
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%	60%	40%
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Module Name: Analytical Techniques for Finance

Module Code: 4BUS1105

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Identify and assess how quantitative methods may be used to inform business decisions; 2. Compare a range of basic mathematical and statistical techniques commonly employed in finance; 3. Examine and evaluate appropriate methods for summarising and analysing financial data sets; 4. Analyse the importance of time value of money in regards to investment decisions; Successful students will typically: 4. Analyse findings and make effective recommendations; 5. Communicate ideas successfully; 6. Use statistical software to solve quantitative financial problems

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 finance in particular. Specific 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: equations and graphs; measures of location and dispersion; probability; the Normal distribution; confidence intervals; hypothesis testing; correlation and simple linear regression; time value of money; weighted averages and indices. Appropriate software (e.g. Excel) will be used to support learning. Two hour computer laboratory-based workshops will be used to deliver teaching material and to apply the material to financial data with the use of relevant software packages on pcs.

Pre and Co requisites: none

Assessment:

Exam	Coursework	Practical
70%	30%	%

Module Name: The Economics Professional

Module Code: 4BUS1106

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. explain the aims and scope of Economics as well as its key principles; 2. apply research design principles. Successful students will typically: 3. express economic ideas effectively both orally and in writing, individually and in teams; 4. demonstrate skills in IT literacy, including use of the University's virtual learning environment; 5. apply numerical skills for analysing and presenting numeric information; 6. implement steps of the process of economics research.

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, analytical thinking, research methods, IT-literacy and numeracy. These will allow students to effectively match problemsolving techniques to different 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 the economist, the economics' profession and economics' practice. 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 on his/her own performance. Teaching and learning strategies will include the use of case studies, simulation exercises, research assignments, in-class tests or role play.

Pre and Co requisites: none

Assessment:

Exam	Coursework	Practical
%	100%	%

Module Name: Economics Tools and Techniques

Module Code: 4BUS1107

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 Name: Economy and Society

Module Code: 4BUS1108

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: Co-requisite: Introduction to Microeconomics or Economics for Business

Assessment:

Exam	Coursework	Practical
50%	50%	%

Module Name: Principles of Finance

Module Code: 4BUS1110

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 Name: The Tourism Industry Framework

Module Code: 4BUS1113

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Summarise the historical study of tourism and how it has influenced the current structure of the industry. 2. Examine the demand for tourism and explain tourist flows and growth using industry structure academic models as a basis. 3. Define industry terminology and UK government support for tourism. Successful students will typically: 4. Research relevant academic books & journal articles and industry press to prepare for a debate and essay question. 5. Debate a current issue facing the industry using key terminology and relevant theory. 6. Produce an essay using relevant theory and tourism industry publications.

Module Content: This module will explain the nature and significance of the travel and tourism industry by providing an overview of the various elements within which it operates. Through discussing the historical perspective of the growth of the industry, the context of the present day industry structure will be reviewed. Definitions and industry terminology are explained, alongside industry framework models that contextualise the study of tourism. By identifying tourist flows and factors influencing the demand for tourism, students will be able to explain the growth of the tourism and the industry that supports it. Students will attend weekly lectures which deal with the main theoretical concepts such as: - History of the study of tourism - Leiper's (1979) Tourism System model (or equivalent) and how this explains the main components of the industry. - The nature of tourist demand and the major trends and flows associated with this - Industry framework and key terminology to understand how the industry works and its significance as an industry sector. - Public sector involvement in the tourism industry (mainly UK perspective) - Future drivers of tourism Students will attend weekly seminars or tutorials in smaller groups and will undertake various tasks that will help to consolidate the theories that have been delivered in the lecture. They will be introduced to debating as a key skill, and will develop their essay writing technique using skills introduced in 4BUS1114 Study & Research Skills for the Tourism Industry

Pre and Co requisites: Co requisite: 4BUS1114 Study & Research Skills for the Tourism Industry

Assessment:

Exam	Coursework	Practical
%	70%	30%

Module Name: Study & Research Skills for the Tourism Industry

Module Code: 4BUS1114

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1.Explain key principles in the tourism industry and issues pertinent to tourism industry professionals; 2. Examine the manner in which knowledge is developed; 3. Develop self-evaluation skills through the analysis of strengths and weaknesses Successful students will typically: 4. Identify and develop a series of skills and study strategies to aid their future studies; 5. Communicate effectively both orally and in writing, individually and in teams; 6. Appreciate and apply different ways of research and methods of enquiry; 7.Develop skills in IT literacy, including making use if the University virtual learning environment; 9. Appreciate and apply different methods for considering the development of knowledge

Module Content: The aims of this module are to enable students to develop their understanding of key topics relevant to research in the tourism industry and to enhance their academic and study skills in order to facilitate the transition to higher education. The module is composed of several themes which will include communication, thinking, and methods of enquiry, IT-literacy and the nature of knowledge. These will allow students to effectively match problem-solving techniques to different scenarios. In doing so, 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 issues that are pertinent to tourism professionals and management issues within the tourism sector. 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 self-reflect through the context of programme-related topics and projects. The module will consider the development of skills by placing students in different learning scenarios. These will be themed by the particular skill development and will relate to the individual as a learner, and the team as a learning community and support group. The team will be 'set' at various times during the module to enhance group cohesion and allow students to mix with others with different skill sets. These skills will include: • Time management; • Harvard referencing; • Presentation skills; • Numeracy and analytical skills; • Communication skills; • Research and enquiry Students will be exposed to a range of different types of assessment in order to allow them to get a feel for some of the assessment methods/tools which will be used throughout their studies. The module will normally include the following tourism management content: • Market trends and current issues affecting the event industry; • The positive and negative economic, social and environmental impacts of tourism activity; • The technological and legal significance of the event industry

Pre and Co requisites: none

Assessment:

Exam	Coursework	Practical
%	100%	%

Module Name: Hospitality Operations Management

Module Code: 4BUS1115

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Identify the links between operations management and the other functions in the hospitality organisations. 2. outline the theoretical perspectives and frameworks related to operations management in the hospitality industry. 3. examine the methods used to plan and manage operations in the hospitality industry. Successful students will typically: 4. recognise operations management methods applied in hospitality organisations. 5. research and explain operations and management problems in an hospitality organisation. 6. present action plans for improving operations management in the hospitality industry

Module Content: This module aims to explore the knowledge, understanding and skills required of a hospitality operations manager. It provides an overview of hospitality operation management and examines hospitality operations in different divisions of an organisation e.g. front office, back office, food and beverages, security, finance and marketing. Current trends and issues in the global hospitality industry will be addressed to place the knowledge and skills delivered into context. This module will develop knowledge and understanding of theories and methods used to manage operations in the hospitality industry today. 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 companies visit or guest speakers' lectures.

Pre and Co requisites: none

Assessment:

Exam	Coursework	Practical
40%	60%	%

Module Name: Economics for the Tourism & Event Industry

Module Code: 4BUS1116

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, with reference to the tourism and event industry. 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 financial crisis 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; industrial structure; macroeconomic issues; and public policy. It will employ a lecture/workshop which will be used to impart the basic content and to explore issues, problems and cases, providing more opportunity for active learning. The seminars will 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. FT and Economist.

Pre and Co requisites: Prohibited combinations 4BUS1033 Introduction to Macroeconomics, 4BUS1031 Introduction to Microeconomics, 4BUS1037 Economics for Business and related modules.

Assessment:

Exam	Coursework	Practical
%	100%	%

Module Name: Global Tourism Geography

Module Code: 4BUS1117

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Examine factors influencing the development of tourism and potential limitations of continued expansion. 2. Summarise travel patterns, trends and flows and define the consequences of development for tourism. 3. Identify issues and consequences of the redevelopment of tourism destinations globally. Successful students will typically: 4. Present development and management criteria for resource use by tourists. 5. Research various tourist destinations in a variety of environments, using geographical models and theories. 6. Explain tourism flows and location limitations for destination development and/or redevelopment.

Module Content: Global Tourism Geography underpins our understanding of Tourism as an industry, and explores tourism demand, supply and resources of destinations worldwide, using a variety of theoretical concepts. It includes a spatial analysis of the supply of tourism resources (attractions, accessibility, facilities and infrastructure) and demand side issues such as travel trends and tourist flows. Students will gain a geographical perspective by comparing factors influencing the nature and spatial distribution of tourism resources globally and an understanding of how the development of tourism impacts various environments. We will examine factors influencing the development of tourism and potential limitations of continued expansion by summarising travel patterns, trends and flows and define the consequences of development for tourism. Students will also identify the issues and consequences of the redevelopment of tourism destinations globally, and present development and management criteria for resource use by tourists in a variety of environments. Students attend weekly lectures which deal with the main theoretical concepts of tourism geography. A variety of geographical terms and models are used throughout this module to enable students to understand the main principles of geography and its relationship to tourism. By studying tourism geographical models, tourism resources, trends and flows, and the spatial patterns of tourism, students will begin to develop an understanding of how tourism development evolves. Students attend weekly seminars or tutorials in smaller groups and will undertake place audits to consolidate the theory imparted during lectures. Using case studies they will gain a clear understanding of place, tourist and transport flows and the implication of these for tourism management.

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
%	70%	30%

Module Name: Principles of Tourism & Event Marketing

Module Code: 4BUS1118

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. Successful students will typically: 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 Name: Data Analysis for Tourism & Event Management

Module Code: 4BUS1119

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Describe a range of quantitative techniques that are used in tourism organisations and enterprises; 2. Identify appropriate methods of acquiring, interpreting and analysing numerical information in a business and tourism context. Successful students will typically: 3. identify and apply appropriate quantitative techniques to solve a range of business problems and issues related to the tourism sector; 4. use computer software to analyse tourism-related problems; 5. work as part of a group to analyse and report on case-based situations

Module Content: The module provides an introduction to some basic quantitative techniques used in the tourism and event management sector. This module is intended to develop analytical skills necessary to understand and interpret data that is used in the travel, tourism and event management industry. Case examples will be used so as illustrate to students the value and relevance of quantitative information; drawing from a range of tourism and event management related sectors, e.g. airlines, hotels and tour operators, tourism boards and attractions nationally and internationally. The following techniques will be introduced and developed throughout the module: revision of basic numerical techniques including algebra; presentation of data; descriptive statistics; use of excel; correlation and linear regression; forecasting techniques and time series analysis; basic probability theory; project management; basic simulation; weighted averages and indices; investment. The module is an introduction to the mathematical and statistical techniques that are necessary to tourism and events promoters, providers and managers. Tourism studies often deal with complex mixes of external and local factors and the attitudes, perceptions and actions of tourists themselves. In seeking to understand individual elements of this mix, or the results of interactions between them, tourism authorities, managers and researchers will need to collect and analyse quantitative data. Additionally the planning, running and evaluation of events requires the application of suitable quantitative methods.

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
%	100%	%

Module Name: HR Management for the Tourism & Event Industry

Module Code: 4BUS1120

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. demonstrate understandings of the nature of work and employment in the Tourism Hospitality and Event industries. 2. discuss theoretical concepts related to human resource management. 3. recognise a range of approaches available to manage and develop people in the Tourism Hospitality and Event industries. Successful students will typically: 4 highlight human resource management challenges in the labour-intensive industries. 5. apply a range of methods to recruit, select, reward and develop people in the Tourism Hospitality and Event industries. 6. produce plans for mitigating employees' and organisations' differences in the context of a dynamic environment.

Module Content: This module aims to identify the knowledge and skills essential in managing and developing people in the labour intensive industry. It is essential for students to possess a holistic view of employees' needs, management's wants and industrial relations in order to create sustainability in the Tourism Hospitality and Event industries. The module covers topics such as current trends and issues in the industries in general, and a range of approaches to manage and develop people in these industries in particular. This module will develop knowledge and understanding of theories and methods used to manage and develop people in the Tourism Hospitality and Event industries. Comparative outlooks on human resource management practices will be emphasised in view of international labour mobility. In the class room, students' knowledge and understanding will be developed through lectures, discussions, case studies, reading and assessment activities.

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
%	70%	30%

Module Name: The Global Event Industry

Module Code: 4BUS1121

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. classify planned events by functions, roles and/or place attachments 2. explain the management functions which enable events to be successful 3. examine events as a means through which to celebrate cultural identity and promote cultural exchange Successful students will typically: 4. create a feasible and practical event blueprint as a result of undertaking a detailed event planning process 5. synthesise key event management functions and demonstrate their practical application in the planning of events. 6. communicate effectively ideas, themes and theories through a professional presentation

Module Content: The global Events Industry takes planned event examples from around the world to demonstrate similarities and differences, in management styles, sectors and cultures. Students will learn about planning different types of events in the public, private and voluntary sectors; and the management functions (HRM, Finance, Risk Management, Marketing, Logistics and staging, sustainability, event evaluation and legacies) which work together to create successful event experiences. Core areas of study within this module include; HRM, Finance, Risk Management, Marketing, Logistics and staging, sustainability, event evaluation and legacies, types of planned events authenticity and cultures.

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
%	70%	30%

Module Name: Study & Research Skills for the Event Industry

Module Code: 4BUS1122

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. outline key principles in the event industry and issues pertinent to event industry professionals; 2. examine the manner in which knowledge is developed; 3. develop self-evaluation skills to assess individual strengths and weaknesses Successful students will typically: 4. identify and develop a series of skills and study strategies to aid their future studies; 5. communicate effectively both orally and in writing, individually and in teams; 6. appreciate and apply different ways of research and methods of enquiry; 7. appreciate and apply different methods for considering the development of knowledge

Module Content: The aims of this module are to enable students to develop their understanding of key topics relevant to research in the event industry and to enhance their academic and study skills in order to facilitate the transition to higher. The module is composed of several themes which will include communication, thinking, and methods of enquiry, IT-literacy and the nature of knowledge. These will allow students to effectively match problemsolving techniques to different scenarios. In doing so, 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 issues that are pertinent to event professionals and management issues within the event sector. 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 self-reflect through the context of programme-related topics and projects. The module will consider the development of skills by placing students in different learning scenarios. These will be themed by the particular skill development and will relate to the individual as a learner, and the team as a learning community and support group. The team will be 'set' at various times during the module to enhance group cohesion and allow students to mix with others with different skill sets. These skills will include: • Time management; • Harvard referencing; • Presentation skills; • Numeracy and analytical skills; • Communication skills; • Research and enquiry Students will be exposed to a range of different types of assessment in order to allow them to get a feel for some of the assessment methods/tools which will be used throughout their studies. The module will normally include the following event management content: • Market trends and current issues affecting the event industry; • The positive and negative economic, social and environmental impacts of events; • The technological and legal significance of the event industry;

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
%	100%	%

Module Name: People and Organisations

Module Code: 4BUS1124

Semester: A

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 Name: People and Organisations

Module Code: 4BUS1124

Semester: B

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 Name: Information Technology for Accountants

Module Code: 4BUS1126

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 Name: Foundations of Economics for Marketers

Module Code: 4BUS1129

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Describe economic concepts, principles and tools in a verbal, graphical, and mathematical way in application to the business reality; 2. Discuss the implementation of marketing decisions and their effect on the business performance using relevant economic principles and reasoning; 3. Explain how public policy and macroeconomic environment can affect marketing decisions. Successful students will typically: 4. Apply theoretical knowledge of economic concepts, principles and tools to the analysis of marketing decision-making and business environment; 5. Propose solutions to the marketing problems based on the economic concepts, principles and tools, underpinned by economic data and evidence; 6. Demonstrate awareness of the complexity of issues, and of the possibility that many marketing problems may admit of more than one approach

Module Content: The Module introduces basic economic principles and aims to develop economic reasoning, ultimately leading students to appreciate the application of economics to a range of marketing and business problems and its relevance in a variety of contexts. It starts with building the knowledge of how resources are allocated, distributed, and utilised. Consequently, the production of goods and services, and their consumption will be considered. As a result, the microeconomic concepts of decision and choice will be addressed, linking directly to the consumer behaviour issues in marketing. The discussion about pricing and use of inputs, the interdependency of markets, and economic welfare will equip students with the decision-making tools. And, finally, the macroeconomic aspects (for example, economic growth, financial and business cycles, the role of money and finance in the economy) will provide further insights into the business environment. The first part of the Module will cover the fundamental microeconomic aspects: supply (including costs, revenue, and profit maximisation) and demand (including marginal utility, consideration of risk and uncertainty), pricing, taxes, elasticity, market structures, and policies (covering the problems of inequality, inefficiency, and regulation). The second part of the Module will introduce the macroeconomic foundations: the national economy aggregates, unemployment, inflation, economic growth, money and interest rates, the balance of payments and exchange rates, monetary and fiscal policies, as well as the analysis of the ongoing contemporary issues. The concepts and principles will be explained (verbally, graphically, and mathematically) and illustrated in relation to the marketing problems and business decision-making, so that the application of the economic theory to the marketing issues is evident. The classes are organised in the way to ensure that the theoretical material delivery is combined with practical exercises, and directly related to the marketing and business industry practices. Students are supported throughout the Module, and specific time is allocated to the work on the assessments and exam preparation. Students are expected to be engaged with the online material, provided each week before the class, and

are encouraged to actively participate in the in-class activities. The activities are designed around case-studies, discussion of the latest news, collecting secondary data to inform decision-making, and to support arguments with the help of economic principles, concepts, and tools. The practical orientation of the Module builds on the solid knowledge of economic principles, and develops economic reasoning skills in the students in relation to the marketing issues, that they are studying in parallel. Moreover, the Module forms the basis for the subsequent courses, offering a framework for the analysis of business decisions, economic tendencies, policy developments, and their interaction in the complex environment.

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
40%	40%	20%

Module Name: Economics for International Business

Module Code: 4BUS1133

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:

Assessment:

Exam	Coursework	Practical
%	100%	%

Module Name: Marketing for International Business

Module Code: 4BUS1134

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 Name: Quantitative Methods for International Business

Module Code: 4BUS1137

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Explain how quantitative data may be used to inform business and management decisions 2. Explore a range of basic mathematical and statistical techniques commonly employed in business and management contexts 3. Recommend appropriate business decisions based on the results of quantitative analysis Successful students will typically: 4. Apply a range of basic mathematical and statistical techniques to management data 5. Select and use appropriate methods for summarising and analysing business data sets

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 Name: Business Operations and Leadership

Module Code: 4BUS1139

Semester: AB

Credits: 30

Intended Learning Outcomes: Successful students will typically: 1. Explain the purposes 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 this 4. Identify the key market factors and risks that impact upon the business environment Successful students will typically: 5. Demonstrate an understanding of the alternative career paths for accountants. 6. Present work effectively and professionally both orally and in writing 7. 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. The module curriculum focuses on four main areas: Examining the function of the business and business structures The role the accountant plays in business (inc. an examination of the career path of accountants); The legal and ethical role of the accountant and understanding the interaction between law, business issues and ethics; The understanding the market factors and key economic principles.

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
%	70%	30%

Module Name: Accounting Aspects of Business

Module Code: 4BUS1148

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 Name: Analysing and Managing Business Data

Module Code: 4BUS1149

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 Name: Business and Markets

Module Code: 4BUS1150

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 Name: Introduction to Organisational Behaviour

Module Code: 4BUS1151

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 Name: Technology in Business

Module Code: 4BUS1152

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 Name: The Business Professional

Module Code: 4BUS1153

Semester: A

Credits: 15

Intended Learning Outcomes: 1. explore the key principles of management and the expectations of a professional manager

2. identify and understand a series of study strategies to aid their future studies.

3. communicate effectively both orally and in writing, individually and in teams

4. develop reflective, self-evaluation skills in terms of strengths, weaknesses and learning styles

5. expand skills in IT literacy and research including use of the University virtual learning environment to produce academic work

Module Content: The module provides students with a series of academic skills and study strategies which will underpin their subsequent studies. Students will be able to identify a variety of study strategies to enhance their learning and maximise the opportunities offered to them by the virtual learning environment. These will include Harvard referencing, academic writing, time planning and revision techniques.

Students will also investigate the skills and behaviours pertinent to the professional manager within a business environment in preparation for the work place. Themes which will include professional communication, presentation skills, team working, methods of enquiry, and IT literacy. Students will be expected to operate in teams, reflect on their practice and recognise aspects for self-development and improvement.

Pre and Co requisites: none

Assessment:

Exam	Coursework	Practical
%	75%	25%

Module Name: The Global Business Environment

Module Code: 4BUS1154

Semester: A

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 Name: The Global Business Environment

Module Code: 4BUS1154

Semester: B

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 Name: Understanding Marketing

Module Code: 4BUS1155

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 Name: Business Technology Trends

Module Code: 4BUS1156

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 Name: Information Systems for Human Resource Management

Module Code: 5BUS1006

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically:

Have a knowledge and understanding of: 1. The fundamentals of human resources information systems (HRIS); 2. The stages in the development and implementation of HRIS and their role in strategic HRM, organisational

change and development and HR evaluation; 3. The ethical and legal considerations in using HRIS. 4. Appreciate the growing importance of integrated ICT to HR professionals; 5. Identify and evaluate principles and technologies relevant to HR practices; 6. Appreciate the steps involved in developing and implementing an effective HRIS.

Module Content: This module complements other HR modules by recognising the importance of information technologies and

systems in the HRM decision-making process, strategic HRM, organisational change and development and HR

evaluation. The module also enables students to build on and expand their knowledge of HRIS from both a

theoretical and practical perspective. Indicative content covers:- understanding information and knowledge;- a holistic view of systems;- business applications of information systems;- information systems and the HR decision-making process;- fundamentals of HRIS; - HRIS systems: - people development and performance management; - employee relations and communications; - HR information and accounting - retention a reward- The HRIS development life cycle (i.e. determining HRIS needs, HRIS development and implementation);- buying in: the benefits, pitfalls and confusion about of HRIS implementation;- security and confidentiality in HRIS;- HRIS metrics;- HRD and e-learning;- emerging trends in HRIS.

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
60%	40%	%

Module Name: Human Computer Interaction for Commercial Applications

Module Code: 5BUS1007

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Examine the 'User Centric Design' philosophy; 2. Investigate the various 'design principles', 'design rules' and 'heuristics' available to design and evaluate a suitable user interface Successful students will typically: 3. Recognise what users want and expect from a system and report on their evaluation of the current and proposed system 4. Divide the 'target audience' into specific 'user groups' and create a 'persona' for each group 5. Identify the activities that users wish to perform with the device - rather than just looking at the functions of the device 6. Apply appropriate techniques to evaluate the existing and proposed user interface designs

Module Content: This module enable students to critically evaluate a consumer device of their choice that exhibits a 'poor' User Interface (UI) and/or User Experience (UX); then design a more suitable User Interface and/or User Experience for a specific group of users. An indicative list of topics are: User Centric Design: - Gathering user requirement - tools and techniques - Identifying and targeting users groups and personas - Identifying user needs - User activities: goals, tasks and actions - Human-action cycle, designer-user-system (Norman and Draper) model Scenario and case diagrams Task allocation between human and computer Cognitive walkthrough Work re-engineering: - Conceptual design: 'container', 'container network' and 'content' diagrams Design components: - Hardware (input and output devices) - Environment - Text, pictures, animation, sound and other senses - Colours, fonts, size, unused space, lines and boxes - Gestalt psychology Metaphors and interaction styles for user interfaces Design principles, design rules, style guides, design heuristics, International Standards (ISO) The case studies from industry are used to demonstrate good practice and the consequences of poor design. Examples of the latter include the 1979 disaster at the Three Mile Island nuclear power plant in the USA; and mobile phones that allow accidental dialling of 999 calls while the device is in the user pocket or handbag (2000-present).

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
%	100%	%

Module Name: Project Planning and Control

Module Code: 5BUS1008

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 Name: Trends in Technology

Module Code: 5BUS1010

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Explain the problems associated with conducting business over any communication network and prevention of such problems; 2. Examine current developments in electronic commerce, e-government, e-learning; 3. Analyse the history of current applications and future trends in technology generally; 4. Assess the effects on society of current and future technology trends.

Successful students will typically: 5. Constructively criticise and evaluate commercial and other web sites; 6. Plan their own use of network technology for commercial purposes; 7. Evaluate and discuss the merits and commercial benefits and societal effects of AI.

Module Content: The module is designed to cover the business implications (both opportunities and problems) of a number of technological developments in the business information systems area. Students will be expected to use all opportunities for research into uses of AI, e-business, e-government and elearning, where students will be asked to find examples of these by informed internet use. Because the nature of this subject is ever changing, students will be expected to keep abreast of latest developments by critically reading popular news sources. Module content will include: - current network and communication technologies; - hardware and software, physical and virtual networks; - communication protocols, internet, intranets, extranets; - the use of both private and publicly accessible networks for the transmission of both sensitive information and financial transaction data EDI, EFTPOS, SSL, encryption, fraud and fraud prevention, cryptography, cryptology; - the use of artificial intelligence (AI) in business and day-to-day computing; - the effect that new and emerging technology has on social, cultural and values, together with ethical implications; - the perceived and real benefits of technology trends, and the real costs and issues. In general, learning outcomes will be achieved by a combination of traditional lectures and tutorials. The assessment titles will be chosen to reflect current issues and concerns.

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
%	100%	%

Module Name: Techniques of Economic Analysis

Module Code: 5BUS1015

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: 4BUS1107 - Economics Tools and Techniques or 4BUS1018 - Quantitative Methods of Economics.

Assessment:

Academic Year 2020-2021

Exam	Coursework	Practical
%	100%	%

Module Name: Digital Marketing in Practice

Module Code: 5BUS1016

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 Name: Public Relations Concepts and Campaigns

Module Code: 5BUS1018

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: have a knowledge and understanding of: 1. the planning and role of PR within the marketing and communications mix; 2. the various theories of PR; 3. the types of media and the power of the media to influence consumers and business; 4. PR and communications industry, clients, agencies, suppliers and media owners. Successful students will typically: be able to: 5. analyse and interpret the strategies behind a communications campaign; 6. plan a PR communications campaign; 7. work as part of a team and individually to produce a PR brief.

Module Content: The module will develop student's knowledge and skills in PR and marketing communications. The module combines an understanding of relevant PR theories alongside current issues and campaigns. The module content/lectures will be as follows: - Introduction to the module - PR process - PR public - Indirect communications - Direct communications - Indirect and direct communications a practitioner's viewpoint - Crisis management - Crisis management a practitioner's viewpoint - PR ethics - New media and PR Students will use case studies, current news articles, DVDs and videos to elicit up-to-date thinking about contemporary PR activity and how it relates to the wider marketing programme. This module involves groupwork to reflect the real world - 30

Pre and Co requisites: (4BUS1010 Principles of Marketing, 4BUS1011 Introduction to Marketing Communications)

Assessment:

Exam	Coursework	Practical
%	70%	30%

Module Name: Performance Management and Reward

Module Code: 5BUS1020

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Analyse the business context of reward and the use of reward intelligence 2. Apply performance management and reward principles to the implementation of HR policies and practices 3. Evaluate the role of line managers in making performance and reward decisions 4. Examine and analyse the impact of intrinsic and extrinsic rewards on performance Successful students will typically: 5 Analyse research findings and write an effective report 6. Organise and present material in a clear and professional manner

Module Content: The module examines the role and contribution of reward management in achieving long term organisational and individual success and how reward management encourages commitment, engagement and performance of employees. Students will gain a wide understanding of how the business context drives reward strategies as well as developing an understanding of reward principles and the how reward intelligence is evaluated and implemented in HR policies and practices. Understanding how the business context drives reward strategies will include exploring the labour market, industrial and sector trends, regional differences and trends in pay and international comparison factors and their impact on organisational reward policies. This will include analysing the internal and external factors affecting an organisation and how reward intelligence is gathered and used. The students will research a wide range of reward data sources and show how these impact upon business decisions. The key reward principles and practices will be introduced including total reward approaches and the integration of reward with business objectives. Policy initiatives investigated will include equal pay, benefits and pensions as well as international and expatriate remuneration. The underpinning theory and practices of diversity and inclusivity, equitable, reasonable and meritocratic application of rewards will be included. Knowledge and understanding of HR Practices for Reward management will include pay and grade structures, job evaluation schemes; systems and processes to manage job evaluation and levelling of jobs; market rates and performance related pay; and related financial metrics, reward costs, development of budgets and resource recommendations. This will also include the application of these to different business scenarios. HR's role in involving line managers in reward and performance decisions will be explored and the various ways in which line managers contribute to reward decision including the assessment and evaluation of extrinsic and intrinsic rewards to improving employee contribution and sustained organisation performance. Students will apply the knowledge and understanding of Rewards Management to different business case scenarios and will develop knowledge and skills through the use of interactive sessions utilising a blend of group and individual activities focusing on case studies and problem-based scenarios. Debates and discussions will be encouraged to develop employability skills.

Pre and Co requisites:

Academic Year 2020-2021

Assessment:

Exam	Coursework	Practical
50%	50%	%

Module Name: Product Innovation

Module Code: 5BUS1022

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Research and analyse product development theory and practice; 2. Examine the role of creativity and innovation in product/service development; 3. Assess the resource implications for organisations in developing such products and services; Successful students will typically: 4. Define product strategies based on credible market analysis; 5. Assess and evaluate competitor products/services; 6. Apply techniques used to generate new product ideas; 7. Work collaboratively to develop ideas and actionable plans.

Module Content: Winning and keeping customers is essential for success in markets be they consumer, industrial or not for profit. Development of a superior value proposition for customers is critical in achieving such success. This module provides students with the tools for identifying key customer values and developing innovative products and services to delight them, thereby creating and sustaining profitable long term relationships. Concepts will include the product life cycle strategies; product/service portfolio analysis; new product/service models; management of products and services; market and environmental analysis and types of product decisions, commercialisation and the influence of the consumer on the production innovation process. This module will use a variety of teaching methods, including lectures, case studies and guest speakers. Lecture sessions will, as far as is practicable, be interactive and will act as a vehicle for introducing theoretical concepts and practical techniques. Workshops will be centred on problem-based activities, eg casestudies.

Pre and Co requisites: Co-requisite: 4BUS1010 Principles of Marketing

Assessment:

Exam	Coursework	Practical
%	80%	20%

Module Name: Principles of Operations Management

Module Code: 5BUS1023

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Describe and evaluate the use of operations management strategies and techniques within an organisation 2. Critically analyse an operation within a specific context and suggest appropriate choice of design and improvement strategies 3. Examine the role of quality management/TQM for improving the quality of a firm's products and services Successful students will typically: 4. Distinguish and analyse suitable methods for capacity and inventory management 5. Demonstrate the volume-variety consequence on process design 6. Describe why organisations should take an overall supply network perspective 7. Work successfully in a team

Module Content: The module is designed to provide a solid understanding of operations management methods. Students will gain experience together with knowledge of techniques and tools to support decisions made within the context of operations. It is likely that there will be an opportunity to work with an external organisation during the group coursework. The knowledge, understanding and skills and attributes will be achieved by attendance at lectures, completion of set exercises, specified reading, online activities and groupwork. The group coursework will enable the students to work together discussing their thoughts and ideas with regard to the analysis and solution of a live business problem related to an operations management issue in an organisation. Content: Introduction to OM, OM strategy, product planning, quality management and control, forecasting demand, process planning, measuring and improving performance, managing capacity, resource planning, managing the supply chain, facilities location

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
60%	40%	%

Module Name: Organisational Psychology

Module Code: 5BUS1030

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 Name: Marketing for the Small Enterprise

Module Code: 5BUS1031

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: have a knowledge and understanding of: 1. approaches to marketing favoured by managers in smaller scaled enterprises; 2. the opportunities for creativity in small organisations, from the sole self-employed to medium-sized organisation; 3. some of the current issues and problems in marketing confronting entrepreneurs and owner managers; 4. an international/multinational perspective for smaller enterprises. Successful students will typically: be able to: 5. identify, analyse and present a complex range of marketing issues for the small enterprise, both individually and as part of a team; 6. compare and contrast approaches in a range of small business environments; and 7. explore the role and constraints of marketing in the development of small scale business

Module Content: This module explores the issues of marketing and marketing research in the context of dynamic and complex small business environments. It will therefore introduce and examine a wide range of issues including: opportunity recognition and marketing research, new product development (NPD), pricing, promotion, networking and word of mouth, relationship and services marketing, sales and selling, and distribution. The module will be delivered through lectures and seminars. Students are active participants and contributors to the module and its success. They are required to become familiar with the readings, module material and module texts. A combination of journal article readings and current news items will be introduced to stimulate academic and applied discussion. Case studies, live where possible including a possible field trip and/or visiting speakers, will be used and case study preparation will be an essential part of the learning. Also, it has been said that no individual or business is an island. Group work is therefore important on this module. Even the sole trader cannot survive and succeed without testing and developing their ideas for a new enterprise, then start, develop and grow that business without relying on a network of friends, family, suppliers, customers, professionals, business partners and financial backers, etc. This requires the ability to develop one's own stakeholder network and work within it - working with others is therefore essential for small enterprise.

Pre and Co requisites: Co requisite: 4BUS1010 Principles of Marketing

Assessment:

Exam	Coursework	Practical
70%	%	30%

Module Name: Marketing Planning

Module Code: 5BUS1032

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Analyse the role of strategic marketing planning, from data collection to implementation; 2. Examine the process and techniques of marketing planning in a variety of organisations; 3. Assess the limitations and adaptability of a range of planning tools and techniques, including project management, budgeting and financial management to supporting marketing planning activities. Successful students will typically: 4. Explain the significance of the planning phase and recognise the value of marketing planning for a range of organisations 5. Appraise and justify the marketing planning strategies and concepts used by various types of organisation both individually and as part of a team 6. Apply project management tools and techniques in a planning situation, both individually and as part of a team.

Module Content: This module will introduce students to the underlying philosophy of marketing planning and the significance of the planning phase in order to give an overall perspective of what planning aims to achieve. It will introduce a range of tools and techniques for use when developing marketing plans and test students' ability to synthesise and apply these. This module is divided into two parts: a weekly lecture and a seminar. Lectures will explore the underlying philosophies relating to marketing planning and the significance of the marketing planning phase. Students will be encouraged to analyse and compare marketing planning approaches. Students will also be presented with a range of tools and techniques for use when developing marketing plans, including budgetary and financial measures. Group work is key in marketing planning departments and so provides students with relevant practical experience.

Pre and Co requisites: Co requisite: 4BUS1010 Principles of Marketing

Assessment:

Exam	Coursework	Practical
70%	30%	%

Module Name: Marketing for the Creative and Cultural Industries

Module Code: 5BUS1033

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Examine the academic and theoretical underpinning of marketing in the creative and cultural environment; 2. Assess the role of public policy in shaping marketing activities in the creative and cultural industries; 3. Evaluate the use of marketing tools and concepts in creative and cultural organisations; 4. Explore key ethical and moral issues and their implications in the creative and cultural industries in today's society. Successful students will typically: 5. Apply and interpret primary research to appropriate models for a creative/cultural organisation; 6. Produce a group-based visual display for a creative/cultural organisation; 7. Produce a PowerPoint presentation.

Module Content: This module focuses on the role and application of marketing theories and techniques to the arts, both in the profit and non-profit sectors. It focuses on the arts marketing environment, reflecting on well known marketing concepts, and develops themes such as celebrities, social arts marketing, multi-culturalism, controversy and ethics. At the end of this module, students should be able to evaluate the usefulness of various marketing techniques for a range of arts organisations. The module involves formal lecture input combined with the use of relevant case studies, in-class exercises and guest lectures where possible. Students will be expected to work in groups to carry out extensive study and research for selected cultural organisations. Group work is appropriate to the creative and cultural industries module, and it will give students the opportunity to share and develop their creative talents.

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

Assessment:

Exam	Coursework	Practical
%	100%	%

Module Name: Managing People

Module Code: 5BUS1037

Semester: A

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 Name: Managing People

Module Code: 5BUS1037

Semester: B

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.

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Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
%	100%	%

Module Name: Management Accounting for Business Decisions

Module Code: 5BUS1038

Semester: A

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 Name: Management Accounting for Business Decisions

Module Code: 5BUS1038

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 Name: Macro Foundations for Finance

Module Code: 5BUS1039

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: Successful students will typically; 1. Explain the analytical foundation of macroeconomics; 2. Apply abstract theories and concepts to economic reality; 3. Debate the relevance of such theories, in enabling policy-makers to capture key macro variables, and also their limitations. Successful students will typically: Successful students will typically; 4. Apply simple numerical and diagrammatic techniques to macroeconomic analysis; 5. Demonstrate the skills of 'framing', critical reasoning, logical deduction and induction; 6. Determine the essential features of complex systems through abstraction and modelling.

Module Content: This module builds on the foundation provided by the 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. By explaining and demonstrating via lectures how modern macroeconomic abstractions are used in understanding important issues and the policy implications that affect complex, financial 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 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. This module builds on the foundation provided by the first year module on 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.

Pre and Co requisites: (4BUS1037 Economics for Business)

Assessment:

Exam	Coursework	Practical
50%	50%	%

Module Name: International Trade and the Open Economy

Module Code: 5BUS1040

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: (5BUS1060 Economic Growth, Aggregate Price & Income)

Assessment:

Exam	Coursework	Practical
50%	50%	%

Module Name: Financial Management

Module Code: 5BUS1046

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically:

have a knowledge and understanding of:1. the sources of finance to a company and the reward of the providers of that finance;2. the role of mergers and acquisitions, including company valuations;3. the sources and evaluation of business risk. 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. debate the role of mergers and acquisitions in achieving the objective of a company;7. examine different methods of incorporating risk into financial decision-making models;8. work successfully in teams.

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 will include:- the financial environment;- capital budgeting and investment appraisal;- mergers and acquisitions;- sources of business finance;- dividend decisions;- cost of capital and returns to providers of finance;- capital structure;- investment risk, portfolio theory and the capital asset pricing model;- valuation of assets, shares and companies.

Pre and Co requisites: Co-requisites:

4BUS1054 Principles of Accounting & Finance OR 4BUS1043 Accounting for Business OR 4BUS1066

Principles of Finance Prohibited:5BUS1024 Principles of Corporate Finance 1, 5BUS1021 Principles of Corporate Finance 2,

Assessment:

Exam	Coursework	Practical
60%	40%	%

Module Name: Business Analysis Tools

Module Code: 5BUS1047

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically:

have a knowledge and understanding of: 1. the development of models for decision-making; 2. a variety of business analysis tools and techniques used to solve business problems; 3. specialist computer software used to aid decision-making. 4. recognise situations where a particular model is appropriate; 5. manipulate and solve business analysis models; 6. assess the validity of a model and interpret the results sensibly; 7. use computer software to solve business analysis problems; 8. work successfully in a team to produce a report and give a presentation based on a business problem.

Module Content:

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
50%	50%	%

Module Name: Exploring Business Ethics

Module Code: 5BUS1049

Semester: A

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 Name: Exploring Business Ethics

Module Code: 5BUS1049

Semester: B

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 Name: Cross-cultural Management

Module Code: 5BUS1054

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 Name: European Employment Relations

Module Code: 5BUS1055

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically:

have a knowledge and understanding of:1. the concepts and approaches underpinning the study of employment relations, and the comparative study of

selected European employment systems;2. the structure and nature of employment relations in selected European countries;3. the impact of the European Union and of contemporary trends and developments on employment relations in

selected European countries.

1. research independently using a variety of sources to extract appropriate material for use in sessions and for

assessed work;2. appraise and critically evaluate approaches and issues in employment relations;3. explore the practical significance of contemporary developments; 4. develop effective written communication and presentation skills.

Module Content: The aims of this module are to enable students to

gain an understanding of the structure and changing nature of employment relations in selected European

countries and the impact of the European Union, and to appreciate the significance of current issues,

developments and events.

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
60%	40%	%

Module Name: Econometrics

Module Code: 5BUS1059

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 4BUS1018 Quantitative Methods for Economics OR 4BUS1052 Quantitative Methods for Business & Management

Assessment:

Academic Year 2020-2021

Exam	Coursework	Practical
50%	25%	25%

Module Name: Advertising Concepts and Campaigns

Module Code: 5BUS1063

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: have a knowledge and understanding of: 1. the importance of advertising agencies and roles of staff within them; 2. the main tasks involved in account planning and execution of advertising campaigns for consumer goods and services; 3. the main tasks in media planning and management of campaigns; 4. the main research techniques used to measure readership, audiences and advertising effectiveness in advertising media. Successful students will typically: be able to: 5. write advertising plans which include targeting, brand/product positioning, media, creative and research strategies which will assist them both to obtain and hold employment in the field of advertising; 6. recommend measures of evaluating advertising effectiveness; 7. apply the standard advertising industry media research outputs in media planning.

Module Content: The role and function of the advertising agency, the client-agency relationship, account planning, creative briefing, media planning and evaluation of advertising will be covered. Students are required to read the trade press and be aware of advertising campaigns in order to apply theory to current practice. Students will be expected to be able to use electronic searching techniques to find out details of campaigns and associated advertising agencies, as well as study published market reports on products/brands. Independent study into the role and work of advertising agencies will be part of the practical aspect of the module. The main industry standard media research output (eg BARB, JICNAR, RAJAR, new media measurements) will be introduced so the students can apply them in media planning. Formal lectures will be followed by interactive tutorials which rely on much preparation and independent research by students. The role and function of the advertising agency and the client-agency relationship is explored through the use of video and accessing campaign websites. Account planning, creative briefing, media planning are all examined through the use of typical briefing documents. Evaluation of advertising will be covered and linked to previous and current modules. Critical analysis of media research and its applicability in media planning will be encouraged.

Pre and Co requisites: Co-requisites: 4BUS1011 Introduction to Marketing Communications AND 4BUS1010 Principles of Marketing

Assessment:

Exam	Coursework	Practical
60%	40%	%

Module Name: European Consumer Markets: Issues and Trends

Module Code: 5BUS1065

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Critically examine the general context within which goods and services are marketed in 21st century Europe 2. Evaluate how the various elements of the marketing mix are adapted for the European market 3. Analyse the latest trends in the marketing of goods and services across Europe. Successful students will typically: 4. Evaluate and present the similarities and differences between European and other consumer markets, both individually and as part of a team 5. Apply marketing mix principles to European marketing cases and situations 6. Evaluate current pan-European marketing activities.

Module Content: This module will analyse what Europe means as a geographical, economic, legal and socio-cultural entity in the 21st century and how all aspects of life in Europe affect consumer behaviour and the marketing of goods and services within it. Segmentation in terms of European life styles will be explored, together with the ways in which the marketing mix elements and market research are adapted to the various markets. The latest trends in the marketing of goods and services in contemporary Europe will be discussed in the process. In this module, students will explore the main issues relating to the marketing of goods and services within the enlarged EU of the early 21st century. They will learn about what is meant by contemporary Europe in terms of its geographical, political and socio-cultural attributes, and about the relevant European legislation affecting the marketing of goods and services. After having explored European life styles in terms of consumer behaviour and segmentation, the module will examine issues relating to each of the elements of the marketing mix (products and brands, pricing strategies, distribution and promotional strategies) and how they are adapted to the European market. Students will be encouraged, throughout the module, to discover and discuss the latest trends in the marketing of goods and services in contemporary Europe via the mass media.

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
%	100%	%

Module Name: Mobile Business Technologies

Module Code: 5BUS1066

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 Name: Enterprise

Module Code: 5BUS1080

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 Name: Enhancing Employability in Marketing

Module Code: 5BUS1082

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Explore the changing nature of the workplace and the changing needs of employers in both a general sense and within marketing; 2. Evaluate the importance of skill attainment and career development and its link with personal development planning and curriculum vitae authorship; 3. Critically examine the processes of recruitment and selection and links to their employment prospects. Successful students will typically: 4. Identify and apply appropriate methods of communication to issues relevant to employability within marketing; 5. Apply different ways of research and methods of enquiry related to aspects of employability relative to marketing; 6. Apply standard IT packages to produce reports and other documents, using accepted formats and academic referencing, to issues regarding employability pertaining to marketing; 7. Classify, analyse and evaluate numerical data and narrative to seek solutions related to structured and semistructured problems, relevant to employment issues in marketing; 8. Examine methods of team working and reflect on their own personal effectiveness within a team; 9. Reflect on their skills' attributes, recognising gaps for development and action planning with regard to employment and academic skills.

Module Content: The module will enable students to research employment issues and opportunities and in marketing and to develop an action plan to help them secure eventual employment. It will also help students to continue to develop their employability skills. 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 - Contemporary issues affecting employability within marketing 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. Initially, 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 marketing, to assist in the preparation of a cv and a career gap analysis. Teams will then be 'set' for the second assignment. Lectures and workshops will be used to enable students to understand and then research the technical aspects of the topic they have chosen for their presentation, the dynamics of effective group working and making effective presentations. Use will be made throughout the module of I-spy Skills tutorials, Academic Skills Unit guides and Graduate Futures materials.

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 Name: Enhancing Employability

Module Code: 5BUS1085

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
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Module Name: Consumers, Firms and Markets

Module Code: 5BUS1086

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 Name: Geopolitics

Module Code: 5BUS1089

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. analyse the geopolitical viewpoint (and related concepts in political science) focusing on the deeper structural determinants of global politics; 2. examine the development of global politics during the 20th century and debates on global order in the 21st century; 3. evaluate the strategic position within the global political system of each of the main power centres and of peripheral powers in an age of globalisation. 4. evaluate the geopolitical characteristics, the main sources of power, and the main challenges facing any major power or region in the world today
Successful students will typically: 5. Critically examine the quality of information sources 6. Present supporting evidence to defend an argument

Module Content: The world has been changing more rapidly since the turn of the century than at any time since the Second World War. Political risk is increasingly recognized as a key factor facing international business. This module seeks to provide students with a conceptual framework based on the geopolitical perspective (and related concepts in political science) 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. The module involves students in analysing the strategic position and prospects of major power centres within the global political system. The focus on particular parts of the world will provide a framework for exploring thematic issues such as the rise of new industrial powers like China and India and reasons for underdevelopment in other parts of the world. The module consists of three main parts: - The first introduces the geopolitical perspective and certain key concepts derived from political sociology and the study of international relations. These concepts include: the state, nation and power. This section of the module then introduces the main geopolitical theorists in an account of the development of global politics during the 20th century. It concludes by looking at recent debates on the shape of global order. - The second and main part of the module looks at particular power centres and parts of the world using the conceptual framework introduced in the first lecture. These sessions also focus on general issues. The session on the US examines the role of leadership or hegemony in the international system; the one on the European Union looks at regional integration; the one on Russia considers the transition from Communism; the one on Asia explores the rise of new industrial powers as well as continuing regional conflicts; the one on the Middle East explores the reasons for the particular turbulence and conflict in this part of the world, while the lecture on Latin America and Sub-Saharan Africa explores problems of persistent underdevelopment and how they might be overcome. - The final part covers issues affecting an increasingly integrated world: the development of institutions designed to address common problems affecting whole regions or the entire world; and continuing sources of conflict. Learning outcomes will be achieved through lectures and tutorials, supported by individual directed reading including academic books and journal articles, as

well as news items from high-quality sources such as the Guardian, Financial Times and Economist. 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. By engaging in seminar discussions, students will develop their oral communication skills. In planning and writing the assignment, they will develop analytical and writing skills, and will be encouraged to think independently and develop a coherent argument. Students will be expected to compare and contrast ideas from various sources and to critically examine the quality of each source, and to present supporting evidence for any claim

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
%	100%	%

Module Name: Modelling Business Problems

Module Code: 5BUS1098

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. critically examine quantitative analytical techniques and computer software appropriate for the analysis of business problems; 2. apply systems thinking to business scenarios; 3. identify the characteristics of models and assess their data requirements; Successful students will typically: 4. assess a business problem and produce an analytical model that proposes a solution; 5. interpret the output of a computer-based business model.

Module Content: This module introduces the student to the principles and practices involved in the development of models used in organisational environments. The module will provide, through the advanced use of spreadsheets, an ability to build computer-based business models using management science techniques and interpret the output of these models in order to determine the required policies to address management problems. The module typically includes the following topics: - Spreadsheets in business - Business decision modelling using spreadsheet - Statistical analysis - Forecasting methods and models - Validation and documentation of computer models - Computer simulation - Optimisation techniques with Excel - Excel macros - Soft systems This is a computer-based module and is distinct from other modules. It aims to provide students with software and spreadsheet skills and their use in a business context. The knowledge and understanding outcomes will be achieved by attendance at lectures, completion of set exercises and specified reading. Skills and attributes outcomes will be achieved by attendance at practical workshop sessions involving development of advanced spreadsheet models and by completion of additional set of practical exercises

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
%	100%	%

Module Name: Strategic Marketing Planning

Module Code: 5BUS1099

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. identify the academic and theoretical underpinning of marketing planning in a variety of contexts; 2. explain the role of strategic marketing planning from data collection to implementation; 3. examine the process and techniques of marketing planning in a variety of marketing-led organisations; 4. explore the range of planning tools and techniques and their limitations. Successful students will typically: 5. explain the significance of the strategic marketing planning process and recognise the value of marketing planning for a range of organisations; 6. select, analyse and apply secondary research to conduct a marketing audit for a marketing-led business organisation; 7. assess the findings of a marketing audit in order to develop a marketing plan that is responsive to market and organisational changes and underpins the organisation's marketing strategy; 8. appraise and justify the marketing planning strategies and concepts used by a range of organisations; 9. apply project management tools and techniques in a planning situation.

Module Content: This module will introduce students to the underlying philosophy of marketing planning and the significance of the planning phase in order to give an overall perspective of what planning aims to achieve. It will introduce a range of tools and techniques for use when developing marketing audits and plans and test students' ability to synthesise and apply these. This module will enable students to focus on the evaluation of the marketing planning process and its implementation in a range of marketing contexts including a detailed analysis of the internal and external marketing environments, determine the importance of segmentation, targeting and positioning to develop effective strategies which maximise the potential of marketing opportunities successfully. At the end of the module, students should be able to identify the usefulness of marketing planning in a range of situations, conduct a marketing audit, outline a basic marketing plan and understand the application of the planning process in a variety of existing organisations. This module is divided into two parts: a weekly lecture and a seminar. Lectures will explore the underlying philosophies relating to marketing planning and the significance of the marketing planning phase. Students will also be presented with a range of tools and techniques for use when developing marketing audits and marketing plans. In seminars through the use of case studies, in-class exercises and a practical workshop students will be encouraged to analyse and compare marketing planning approaches and apply relevant tools and techniques. A structured mix of participative exercises, multi-media resources and teaching activities will be used throughout the module. Students will be expected to work in groups to carry out research using Information Hertfordshire resources in order to produce a marketing audit, based on existing organisations, which is assessed. Group work is key in marketing planning departments and so provides students with relevant practical experience.

Pre and Co requisites: Principles of Marketing

Academic Year 2020-2021

Assessment:

Exam	Coursework	Practical
50%	50%	%

Module Name: Product Innovation (International)

Module Code: 5BUS1106

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Explore the drivers for product/service development and innovation in both profit and social enterprise settings; 2. Appraise the role of creativity in product design and innovation; and 3. Critically review models and theoretical frameworks for product and service innovation. Successful students will typically: 4. Undertake a market analysis for a new product or service in an international context; 5. Apply different techniques for generating new product or service developments, enhancements, modifications, and innovations. 6. Appraise the factors that will potentially lead to product/service failure or success

Module Content: Developing new products and services on a continuous basis is essential for organisational survival and for organisations to sustain a competitive position. Innovation is also essential for the continued growth and success of economies throughout the world. In addition to allowing companies to stay competitive, new product and service ideas are driven by creativity, human needs, and by opportunities that arise from other developments such as new technologies or changes in the macro environment. Entrepreneurs and social innovators have the knowledge and skills to act on these opportunities and to provide effective, useful and profitable products or services that fill needs and solve problems, however, a number of considerations must be taken into account to allow for successful commercialisation. Attention will be given to the NPD (new product development) process of large, medium and small businesses who are planning to enter international markets at the individual country, regional and/or global levels. The module will be taught through lectures and tutorial workshops. Lectures develop understanding of drivers, relevant theories, models, frameworks and issues in product/service innovation. Tutorial workshops will clarify understanding and students develop skills in identifying new product/service opportunities, how to generate ideas, undertake a market analysis for a new product/service, what factors, metrics to consider during the process, and how to assess the likely success of an innovation. In addition to tutor-led ways of achieving learning outcomes, students will be expected to develop their ideas and opinions through a guided reading list and through participation in classroom activities.

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

Assessment:

Exam	Coursework	Practical
%	50%	50%

Module Name: Services Marketing

Module Code: 5BUS1111

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Examine the extended marketing mix in relation to services, its limitations, and its validity; 2. Explain the relevance of relationship marketing to the service sector; 3. Identify and analyse the similarities and differences between different service sector industries 4. Critically review marketing concepts and techniques used and adapted within the service sector; 5. Critically assess the effectiveness of performance indicators and identify which would be most appropriate in particular situations. Successful students will typically: 6. Evaluate the implementation of the marketing mix within specific service sector situations; 7. Work effectively in small groups/teams by demonstrating management and monitoring skills; 8. Critically evaluate the range of monitoring processes and performance indicators available, and be able to assess and select appropriately.

Module Content: The module is designed for marketing specialist students to introduce them to the ever increasing services industries, both in commercial and non-commercial sectors, through various marketing applications in a wide range of situations, including non-traditional marketing contexts. Certain sectors and industries are frequently covered by marketing courses, whilst other areas, although extremely important to a country in terms of gross turnover and strategic implications, are virtually neglected, leaving marketing students ill-prepared when they leave university and work in a variety of situations either on placement or after graduation. This module aims to look at the different applications of the marketing mix particularly within the service environment – and how the different commercial and organisational settings affect the implementation of marketing principles. Such areas as retailing, public sector, small businesses, charities and non-profit making organisations and professional services will be covered. The module focuses on discussing services marketing in detail at the beginning, and then looking in detail, week by week, at different services sectors.

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

Assessment:

Exam	Coursework	Practical
%	70%	30%

Module Name: Labour Economics

Module Code: 5BUS1116

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 Name: Creativity in Advertising

Module Code: 5BUS1117

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. have knowledge of visual languages, techniques and processes within an advertising context; 2. be able to enhance their creative thinking to convey marketing and advertising objectives and campaigns; 3. be able to research and present information to a variety of audiences using various design platforms Successful students will typically: 4. develop transferable skills that are needed to work within creative advertising teams and solve design communication problems; 5. to be able to communicate their creative concepts using a range of traditional and new emerging media platforms

Module Content: This module will ensure students understanding of creativity in advertising and help students develop creative and design solutions that are required in an advertising and communications department or agency environment. The module will integrate creative and technology practical solutions with their marketing and advertising knowledge. Students will use a variety of case studies of recent campaigns to analyse and re-design; as well as carrying out research into contemporary media tools that would allow them to design their own campaign (this may include use of creative frameworks, colour, power of image and design to convey messages, power of words and language, music, print, film and so on).

Pre and Co requisites: 4bus1011 Introduction to Marketing Communications 5bus1063 Advertising Concepts and Campaigns

Assessment:

Exam	Coursework	Practical
%	70%	30%

Module Name: Consumer Behaviour

Module Code: 5BUS1118

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: 4BUS1010

Assessment:

Exam	Coursework	Practical
60%	40%	%

Module Name: Enhancing Employability in Advertising

Module Code: 5BUS1146

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Explore the changing nature of the workplace and the changing needs of employers in both a general sense and in advertising within the broader marketing environment; 2. Evaluate the importance of skill attainment and career development and its link with personal development planning and curriculum vitae authorship; 3. Critically examine the processes of recruitment and selection and links to their employment prospects. Successful students will typically: 4. Identify and apply appropriate methods of communication to issues relevant to employability within advertising; 5. Apply different ways of research and methods of enquiry related to aspects of employability relative to advertising; 6. Apply standard IT packages to produce reports and other documents, using accepted formats and academic referencing, to issues regarding employability pertaining to advertising; 7. Classify, analyse and evaluate numerical data and narrative to seek solutions related to structured and semistructured problems, relevant to employment issues in advertising; 8. Examine methods of team working and reflect on their own personal effectiveness within a team; 9. Reflect on their skills' attributes, recognising gaps for development and action planning with regard to employment and academic skills

Module Content: The module will enable students to research employment issues and opportunities and in advertising and to develop an action plan to help them secure eventual employment. It will also help students to continue to develop their employability skills.

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 - Contemporary issues affecting employability within advertising 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. Initially, 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 advertising and related fields, such as communications, media and marketing, to assist in the preparation of a cv and a career gap analysis. Teams will then be 'set' for the second assignment. Lectures and workshops will be used to enable students to understand and then research the technical aspects of the topic they have chosen for their presentation, the dynamics of effective group working and making effective presentations. Use will be made throughout the module of I-spy Skills tutorials, Academic Skills Unit guides and Graduate Futures materials.

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 Name: Financial Markets and Instruments

Module Code: 5BUS1148

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:

Assessment:

Exam	Coursework	Practical
100%	%	%

Module Name: Business Finance

Module Code: 5BUS1149

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 Name: Enhancing Employability in Finance

Module Code: 5BUS1150

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:

Assessment:

Exam	Coursework	Practical
%	100%	%

Module Name: Management Accounting

Module Code: 5BUS1153

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 Name: Financial Reporting

Module Code: 5BUS1154

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 Name: Quantitative Analysis for Finance

Module Code: 5BUS1155

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Examine and evaluate a range of statistical concepts and techniques commonly applied to finance problems; 2. Analyse the effectiveness of econometric analysis in making investment decisions, particularly under conditions of uncertainty; 3. Evaluate the use of commercially available packages in the analysis of financial data; Successful students will typically: 4. Conduct research and analysis, into theoretical and practical elements of finance; 5. Use statistical software to analyse financial data;

Module Content: The module has been developed to provide students with an understanding of the commonly employed statistical and econometric techniques within financial analysis and also to provide confidence in the use of commercially available statistical packages that may be useful in that task. The following topics are indicative of those covered in the module: multiple regression analysis, time series analysis, violation of regression assumptions and model misspecifications, forecasting and stochastic volatility Appropriate software (eg. Excel and e-views) will be used to support learning. Lectures will be used to introduce the concepts and techniques. Seminars and computer laboratory workshops will be employed to enhance knowledge and understanding.

Pre and Co requisites: Co-requisites; 4BUS1105 or 4BUS1017

Assessment:

Exam	Coursework	Practical
%	100%	%

Module Name: Business Life Cycle

Module Code: 5BUS1156

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Integrate the diverse knowledge and skills obtained from the financial, management and finance aspects of their syllabus and apply these to a business case study; 2. Evaluate the role and function & interrelationships of the accounting & finance member of the team within the management structure; 3. Analyse the relationships between company actions and accounting, finance and strategic theories; Successful students will typically: 4. Communicate in a clear and concise manner that meets the needs of the users of the information; 5. Investigate and search for information on companies using the university on line sources and other appropriate data that is publicly available and appropriately use these in their work.

Module Content: This module will focus on the critical role that the accounting and finance member of the team can play in the life cycle of a business. The role at each of the stages (Planning/Start Up, Growth, Managing and Maturity/Exit) of the life cycle will be considered. The module will cover the reporting, strategy and financial management of companies and link theory to practice through practical exercises and case studies. Indicative content may include: Start up Preparing business plans, Raising finance, Options over format (private, public, partnership), Taxation, Essential Accounting records, relationship with marketing, production, R&D etc. Growth Additional funding, Expansion and restructuring, Property aspects (lease v buy decisions), Mergers. Managing the business Cashflow management, Staff matters (tax and benefits), Credit control and debt recovery, Profitability and cost control, Exit Business valuation, IPO, Mergers 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 and skills. 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: This module requires previous studies of financial accounting, management and finance. It will therefore only be offered to students who have studied either Financial Reporting or Analysing Financial Statements AND Corporate Finance or Business Finance. I

Assessment:

Exam	Coursework	Practical
%	100%	%

Module Name: Corporate Finance

Module Code: 5BUS1157

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 Name: Financial Management

Module Code: 5BUS1158

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 Name: Skills for Economists

Module Code: 5BUS1160

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 Name: History of Economic Thought

Module Code: 5BUS1161

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:

Assessment:

Exam	Coursework	Practical
50%	50%	%

Module Name: Macroeconomics

Module Code: 5BUS1162

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
50%	50%	%

Module Name: Analysing Financial Statements

Module Code: 5BUS1163

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
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60%	40%	%
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Module Name: Business Economics Techniques

Module Code: 5BUS1164

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 Name: Understanding Customers

Module Code: 5BUS1165

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Evaluate the importance of customers and consumers to organisations; 2. Identify the factors used to identify customers; 3. Critically examine syndicated market research studies and targeting research; 4. Analyse consumer and buyer behaviour theories, models and frameworks; Successful students will typically: 5. Appreciate how businesses identify their customers using internal and external data sources; 6. Investigate and search case histories, using University on line sources to determine how organisations understand buyers and consumers; 7. Apply buyer behaviour theory to live and simulated business situations.

Module Content: The understanding of consumers and their buying and consuming behaviour will enable students to have a greater understanding of targeting customer groups, products, services and brand positioning for the development of new products and services, target marketing and tailored communication strategies. This module will equip students for a career in market and customer analysis and research, advertising and marketing communications. Theories, models and aspects informing customer understanding will be studied and applied to marketing research and strategy. Analysis of customers and their purchasing and consuming behaviour will enable students to have a greater understanding of market segmentation and product/brand positioning for the development of new products, brands and marketing communication plans and campaigns in the business, charity and social policy sectors. Various cultures in society will be studied based on demographic aspects as well as lifestyle and values.

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

Assessment:

Exam	Coursework	Practical
%	100%	%

Module Name: Enterprise & Technology for Tourism & Events

Module Code: 5BUS1168

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 Name: Tourism Passenger Transport

Module Code: 5BUS1169

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 Name: Destination Marketing Research

Module Code: 5BUS1170

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 4BUS1118 – Principles of Tourism and Event Marketing, or equivalent

Assessment:

Exam	Coursework	Practical
40%	60%	%

Module Name: Management Accounting for the Tourism & Event Industry

Module Code: 5BUS1171

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Examine the role the management accounting plays in solving problems in the tourism and event management industries 2. Examine the role of accounting in supporting information needs of managers in tourism and event management industries. 3. Assess the relevance of the financial information in decision making for tourism and events management Successful students will typically: 4. Identify and apply the relevant techniques to support decision making processes. 5. Interpret Financial Information

Module Content: This module provides an introduction to management accounting useful to those entering the Tourism or Events Management Industries. No prior knowledge is required hence the delivery process will gradually develop management accounting concepts and functions before broadening students understanding of their contribution to effective decision making. Indicative content will include cost volume profit analysis, cost bases for pricing, budgeting, investment appraisal and analysis of financial information relevant to tourism or events management.

Pre and Co requisites: Prohibited combinations with level 4 accounting or finance modules or other level 5 accounting and finance modules

Assessment:

Exam	Coursework	Practical
%	100%	%

Module Name: Career Planning in the Event Industry

Module Code: 5BUS1173

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 Name: Impacts of Events & Festivals

Module Code: 5BUS1174

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 Name: Event Planning & Community Engagement

Module Code: 5BUS1175

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 Name: Risk Management & Security for Events

Module Code: 5BUS1176

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 Name: Event Marketing, Sponsorship & PR

Module Code: 5BUS1177

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 4BUS1118

Assessment:

Exam	Coursework	Practical
%	100%	%

Module Name: Career Planning in the Tourism Industry

Module Code: 5BUS1178

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 Name: Social & Cultural Impacts of Tourism

Module Code: 5BUS1179

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 Name: Business and Enterprise Contexts

Module Code: 5BUS1180

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Outline key contemporary business issues and external factors affecting different organisations, and evaluate the impact of these on human resource management 2. Explain how organisation and HR strategies are shaped and developed 3. Examine the nature and significance of enterprise and entrepreneurial development in the context of Human Resource Management – including intra and extra-organisationally based enterprise 4 Assess the impact of enterprise and entrepreneurship, and its significance for society, business and Human Resource Management Successful students will typically: 5. Convey information effectively in a group presentation

Module Content: Human resource professionals need to understand key developments in the business and external contexts within which HR operates including the significance of enterprise and its impact on society. This module enables learners to identify and review the external contextual factors affecting organisations and assess the impacts of these factors on the HR function. It also allows students to demonstrate the commercial awareness that is critical to the profession. Indicative content includes: Research, analysis and reflection on external macro factors impacting on organisational processes, culture and the HRM function. There will be a focus on entrepreneurial and enterprising HRM activities. Emphasis is also placed on the political, ethical, social, technological and legal factors which have shaped the organisations of today, manifest by such themes as the flattening of organisational structures, predominance of the service sector, legal imperatives on governance and the impact of globalisation. In addition learning the language of business is underlined.

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
%	75%	25%

Module Name: Information Systems for HRM

Module Code: 5BUS1181

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Review the information sources of HR and the different research approaches 2. Examine the stages in the development and implementation of HRIS and their role in strategic HRM, organisational change and development and HR evaluation 3. Appreciate and explore the growing importance of information management in HR wider organisational and environmental contexts Successful students will typically: 4. Identify and prepare business-focussed reports on HR issues 5. Identify and evaluate principles and technologies relevant to HR practices 6. Determine the steps involved in developing and implementing an effective information system

Module Content: This module complements other HR modules by recognising the importance of information management and systems in the HRM decision-making process, strategic HRM, organisational change and development and HR evaluation. The module also enables students to build on and expand their knowledge of HRM from both a theoretical and practical perspective. The module uses a range of teaching and learning methods to facilitate the student's learning experience including: lectures, tutorials, workshops, online discussions, podcasts and video. Lectures will seek to provide students with the theoretical underpinning of the subject, while tutorials/workshops will provide students with understanding of the impact of HR Information Systems (HRIS) in organisations as well as the critical review of information sources in an area of HR/business practice. Indicative content covers: - understanding information and knowledge; - understand the research process and different research approaches; - a holistic view of systems; - business applications of information systems; - information systems and the HR decision-making process; - fundamentals of HRIS; - HRIS systems; - review of information sources in an area of HR/business practice; - employee relations and communications; - HR information and accounting; - evaluate options for change; - the benefits, pitfalls and confusion about of HRIS implementation; - security and confidentiality in HRIS; - HRD and e-learning; - emerging trends and issues in HRIS.; - formulate a business-focused report on an HR issue.

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
50%	50%	%

Module Name: Enhancing Employability in Human Resource Management

Module Code: 5BUS1183

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Apply and be able to demonstrate a knowledge and understanding of the changing needs of employers in both a general sense and within HR. 2. Comprehend and demonstrate the importance of skill attainment and career development and its links with personal development and curriculum vitae authorship 3. Discuss, explain and interpret the processes of recruitment and selection and link it to their employment prospects. Successful students will typically: 4. Identify and apply appropriate methods of communication to issues relevant to employability within HR. 5. Apply different ways of research and methods of enquiry related to aspects of employability relative to HR 6. Apply standard IT packages to produce reports and other documents, using accepted formats and academic referencing to issues regarding employability pertaining to HR. 7. Classify, analyse and evaluate numerical data and narrative to seek solutions related to structured and semistructured problems, relevant to employment issues in HR. 8. Describe methods of team working and assess their own personal effectiveness within a team

Module Content: The module is designed to equip the students with knowledge and understanding pertinent to employment as an HR practitioner. It aims to enhance personal skills to enhance their employment prospects while maintaining and enhancing their academic skills in HRM. As part of the module, students research, analyse and disseminate their understanding of the employment market for HR practitioners and construct their own personal marketing documents. Classes will be workshop based combining lectures, tutorial and practical skill development, building competence week by week in developing students' knowledge and understanding of both their own employability in relation to HRM, and in the key skills of HRM practice. Team working is expected from the beginning as students' role play "working" for a specified organisation in participating in practical exercises, discussions and lectorials. Formative assessment is practiced throughout so that students learn from each other, about themselves, from external experts and their tutors, concluding with group and individual summative assessment. The teams are specifically assessed on their ability to construct a mini-assessment centre requiring a team presentation and panel interview, as well as a report evidencing their decisions. At the individual level students research, analyse and disseminate their understanding of the employment market for HR practitioners and construct their own personal marketing documents: CV, covering letter, action plan, STAR stories and Reflective reports. Part of the assessment is aligned to participation in Employability Week. Full use is made of a wide range of both internal and external resources including relevant HR skills literature, market data, commercial and current affairs contextual information, professional body reports, as well as making good use of the Careers, Employability and Enterprise Service.

Pre and Co requisites: None but alternative Enhancing in Employability module combinations covering other specialisms are prohibited.

Assessment:

Exam	Coursework	Practical
%	70%	30%

Module Name: Business Analysis Tools

Module Code: 5BUS1185

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Demonstrate the development of models for decision-making; 2. Implement a variety of business analysis tools and techniques used to solve business problems; 3. Use specialist computer software to aid decision-making. Successful students will typically: 4. Distinguish situations where a particular model is appropriate; 5. Solve and assess the validity of business analysis models and interpret the results sensibly; 6. Use and interpret specialist computer software to aid decision-making and solve business analysis problems.

Module Content: The module will introduce students to a variety of business analysis techniques. Students will be guided into formulating business problems as models. These models will enable them to solve problems in an organisational context. Students will be introduced and encouraged to use appropriate software to solve the models (eg spreadsheets and specialist business analysis software). The main topics studied include: - Business analysis methodology - Project management - Scheduling and sequencing in business - Forecasting methods - Introduction to business simulation - Linear programming and business optimisation - Inventory models - Markov analysis The knowledge and understanding learning outcomes will be achieved by attendance at lectures, completion of set exercises, online activities and specified reading. Skills and attributes learning outcomes will be achieved by attendance at practical tutorial / workshop sessions and by completion of additional set exercises and coursework. Soft skills such as teamwork and communication are an important skill used to analyse and solve business problems.

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
50%	50%	%

Module Name: Finance for Global Business

Module Code: 5BUS1186

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Evaluate alternative sources of finance in relation to the objectives of business 2. Examine the returns to the providers of finance 3. Discuss sources of and management of risk in relation to a business operating internationally. Successful students will typically: 4. Critically apply investment appraisal techniques 5. Calculate the costs of capital for a business.

Module Content: This module will examine the key investment and financing decisions made in business in relation value maximisation. The approach will focus mainly on practical aspects but will discuss theory where necessary. Topics would normally include: business objectives, investment appraisal techniques, risk, sources of finance, cost of capital – issues and limitations, dividend policy – impacts of liquidity crisis, measurement and management of forex risk. The structure of the module will consist of a weekly lecture/workshop input of between 1 – 2 hours supported by a one-hour weekly seminar where further practice and discussion of the topic will take place. The lecture will be interactive where appropriate, with short practice examples for the students to attempt within the lecture. Seminars will be used to develop and support the lecture content and may consist of discussions, further practical questions etc. Students will be encouraged to read the financial press and specific academic articles as directed by the tutor. Classes in the latter part of the schedule will be focused on supporting coursework.

Pre and Co requisites: Although there are no specific pre or co-requisites, students should have previously studied a module covering the basics of financial and management accounting. This module is available to CATS students.

Assessment:

Exam	Coursework	Practical
%	100%	%

Module Name: HRM for International Business

Module Code: 5BUS1189z

Semester: B

Credits: 15

Intended Learning Outcomes: 1. Critically explore different organisational HRM perspectives and strategies. 2. Identify major influences on people management practices in different international regions. 3. Recognise the complexities of HRM activity in the context of globalisation 4. undertake desk based research into international and comparative HRM 5. apply HR theory to their own writing

Module Content: This module examines the development of Human Resource Management (HRM) as a business function and an academic field of study. Exploring the convergence and divergence of employment systems, the module aims to promote an understanding of the complexities of IHRM and the forces that frame it. It considers the patterns, practices and theories of HRM within a global context. This module promotes an understanding of the gap between rhetoric and reality of the concept of HRM and challenges the notion that people management practices can be readily transferred across national and international boundaries

The content includes an analysis of differences between national and international HRM, examines structures and the ethical issues impinging upon international business in the field of employment.

Pre and Co requisites: none

Assessment:

Exam	Coursework	Practical
%	100%	%

Module Name: Global Supply Chain Management

Module Code: 5BUS1190

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 Name: Economics of the Global Economy

Module Code: 5BUS1191

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 Name: Professional Development

Module Code: 5BUS1192

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 Name: Business Analytics

Module Code: 5BUS1198

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 Name: Business Operations

Module Code: 5BUS1199

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 Name: Leading Across Sectors

Module Code: 5BUS1200

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically:

1. Discuss the similarities and differences in leadership practice across sectors, and analyse the challenges

facing cross-sectoral leadership2. Recognise the role of diverse stakeholder participation in cross-sectoral collaboration, and evaluate how this

is embodied in varying forms of governance

1. Research the opportunities and challenges facing leaders seeking to collaborate across sectors and society

2. Develop strategies to enhance the leadership and collaboration of organisations working across sectors

Module Content: Traditional boundaries between business, government and non-profit organisations are becoming blurred,

placing new demands on leaders of organisations to find new ways to collaborate with others to achieve

mutually desired outcomes. This module will compare and contrast the evolution of theory and practice rooted

in different sectors, and explore the forces driving, and implications of, traditionally distinct sectors converging

in both their aims and practices. This includes the evolution of the provision of government funded services, new

forms of collaboration, partnership and investment involved in private enterprise and the increasing engagement

of both public and private sector organisations with voluntary and not-for-profit organisations. Students will

consider the implications for leadership, as leaders are required to engage in a context of new structures and

networks, including increased participation from civil society actors in a variety of products and services.

Pre and Co requisites:

Assessment:

Academic Year 2020-2021

Exam	Coursework	Practical
%	70%	30%

Module Name: Leading Innovation and Change

Module Code: 5BUS1201

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically:

1. Examine the role of leaders and leadership in continuity and change 2. Critically assess how innovation and change is influenced by diversity, organisational context and society 3. Lead collaborative approaches to problem solving, communicating effectively across teams 4. Reflect on the practical leadership of change, integrating different perspectives to develop insight

Module Content: To respond to a fast-paced and highly competitive global environment business leaders must both understand

and have the capacity to engage with all kinds of change. The module takes a critical approach to traditional

planned projects and processes, investigating the social and societal influences that have a significant impact

on innovation, change and continuity. The module focuses on the role of people, and the influence of diversity

and context on change processes. In doing so students will engage with both the practical skills and

theoretical underpinnings that support leadership. They will evaluate theory including that related to traditional

strategy implementation and innovation management, as well as contemporary approaches to complexity,

institutions and relational sociology. Students will evaluate the extent to which leaders can be understood as

the instigators of change processes from above and/or are bound up in dynamic social processes that

transcend traditional organisational structures.

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
%	70%	30%

Module Name: Managing Business Finance

Module Code: 5BUS1202

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically:

1. Identify and critique different forms of finance for different types and sizes of business
2. Evaluate investment appraisal techniques
3. Discuss the relationship between the financing decision and the investment decision
4. Assess the impact of financing alternatives on the business
5. Critically apply investment appraisal techniques
6. Calculate the costs of capital for the business

Module Content: This module focusses on the two key decision areas in finance – where and how to raise finance and how to

make investment decisions in order to maximise value. It also considers the relationship between these

decision areas. Students will be expected to build on knowledge and skills developed at Level 4 in order to look at the impact of

financing decisions on the business and will be expected to contextualise the financing options with respect to

the nature and size of business being considered. Students will be expected to critically apply investment appraisal techniques and evaluate the outputs of the

application of the techniques. The module will finish by critiquing the interrelationship between investment and financing decisions through

consideration of the costs of capital.

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
%	100%	%

Module Name: Principles of Logistics Management

Module Code: 5BUS1203

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically:

1. Discuss the key factors that logistics managers need to understand to be able to make strategic, tactical

and operational decisions;2. Highlight the importance and role of logistics in (and between) organisations and the range of logistical

strategies that are necessary for an organisation.

1. Review the practice of logistics management in an organisation;2. Demonstrate the relevant theories and tools to analyse and solve logistics management problems;

Module Content: The focus of the module is to introduce logistics management principles; develop strategies for logistics; and

consider warehousing, material handling, distribution, transportation and inventory control; finally contemporary

issues in logistics will be introduced.

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
60%	40%	%

Module Name: User Centric Design for Systems

Module Code: 5BUS1204

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically:

1. Examine the theories focussed on designing systems focussed on user experience and accessibility. 2. Explore the impact of user centric design on business operations3. Critically evaluate the importance of well-designed systems through the evaluation of a suitable user interface

4. specify user groups for a system and develop “persona” for each group to ensure the system designed is fit

for purpose5. Identify the functionality of the system and design the system interface incorporating all the functionality

using design and accessibility principles6. Critically evaluate the developed design against the key design principles such as Nielsen’s heuristics and

the ISO usability standard

Module Content: The experience gained in this module will give students the underpinning knowledge and skills required to

design user centric applications combined with the experience of examining issues associated with human

computer interaction and its impact on interface design. Students will be introduced to theories for effective

design and given the opportunity to investigate in detail the principles behind successful user interfaces.

Students will understand the need to identify user groups for systems and create a “persona” for each group to

ensure that the proposed design is suitable for all user groups. The need to identify and implement accessibility

options will be explored. By the end of the module, learners will have good knowledge on design principles and

guidelines when designing applications that are focussed on usability and accessibility. Underlying usability

principles and theories will be examined and applied. This will focus on heuristics, design principles and

accessibility principles and standards.

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
30%	70%	%

Module Name: Professional Development for Business

Module Code: 5BUS1208

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically:

1. identify and apply study strategies relevant to Higher Education in the exploration of key business and

management topics2. explore the expectations of professionals in the business field

3. communicate effectively both orally and in writing, individually and in teams4. develop reflective, self-evaluation skills in terms of strengths, weaknesses and learning styles5.

expand skills in IT literacy and research including use of the University virtual learning environment to

produce academic work related to business and management

Module Content: The module provides students with a series of academic skills and study strategies which will underpin their

subsequent studies. Students will identify a variety of study strategies to enhance their learning and maximise

the opportunities offered in the virtual learning environment. These will include Harvard referencing, academic

writing, revision techniques and time planning. The module is composed of several themes which will include communication, thinking and methods of enquiry,

IT-literacy, numeracy and the nature of knowledge. Students will be expected to operate in teams, reflect on

their practice and recognise aspects for self-development and improvement

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
30%	70%	%

Module Name: Employment Law

Module Code: 5BUS1212

Semester: B

Credits: 15

Intended Learning Outcomes: 1. Explain the purpose of employment regulation and the way it is enforced in practice

2. Critically analyse employment law and apply to real and/or hypothetical problems

3. Examine and reflect on the lawful treatment of staff in the workplace

4. Advise on the legal aspects on the legal responsibilities and rights of employers and employees

5. Provide guidance on aspects of employment law relevant to issues arising in the workplace

6. Cite legal sources correctly

Module Content:

Pre and Co requisites: Requisites Statement

Unit Requisites

no data found

Assessment:

Exam	Coursework	Practical
70%	30%	%

Module Name: Electronic Commerce A

Module Code: 6BUS0184

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. examine the contribution of e-commerce through the whole business cycle 2. evaluate the effectiveness and appropriateness of e-commerce solutions within the context of a company's strategic objectives 3. assess the importance of e-commerce concepts to an organisation's future development Successful students will typically: 4. write a business report that examines the opportunity for strategic improvement through the use of ecommerce in current business practice 5. produce an effective and professional group presentation

Module Content: (This content is illustrative and may be changed.) Definition of e-commerce Development of e-commerce E-commerce as part of the total company profile Approaches to e-commerce Internal and external effects of e-commerce International methods of e-commerce Web page design criteria Payment systems Security Strategic advantage through e-commerce By lectures, guided reading, tutorial presentation and the preparation of the examination portfolio.

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
%	70%	30%

Module Name: Supply Chain Management

Module Code: 6BUS0273

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Evaluate the nature, scope, and role of supply chain management in (and between) organisations 2. Critically analyse the key concepts and theories involved in supply chain management 3. Apply critical thinking skills in solving supply chain problems 4. Assess the importance of co-ordination and integration in supply chain activities and ways in which such mechanisms may be achieved Successful students will typically: 5. Apply relevant theories and methods to analyse and solve supply chain management problems 6. Evaluate the solutions and recognize the limitations of theories and methods 7. Select appropriate tools and techniques to solve problems in a typical supply chain

Module Content: The focus of this module is on the theory and practice of supply chain management in the context of organisations. Topics to be covered in this module include: logistics, supply chain strategy, supply chain performance, supplier relationships; managing quality; matching supply and demand and the concept of leadtime in the supply chain; inventory control, designing global supply chains; aggregate planning; coordination in supply chains, risk management in supply chains, supply chain integration, sustainability in supply chains, and business analytics in supply chains. The learning outcomes will be achieved by attending lectorials, and undertaking specified reading, together with the completion of the assessment. The class discussions will enable students to discuss their thoughts and ideas about the topics covered and to debate in class. The exam will ensure that the material is read thoroughly and allow the student to demonstrate his/her understanding of supply chain management.

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
70%	30%	%

Module Name: Business and Commercial Awareness

Module Code: 6BUS0279

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 casebased 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 Name: Issues in International Relations

Module Code: 6BUS0300

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: have a knowledge and understanding of: - the development of the discipline of International Relations (IR); - the development of the modern state and relations between states up until the end of the Cold War; - current debates within IR at the beginning of the twenty-first century. Successful students will typically: be able to: - reflect critically on different theoretical positions within IR and on current debates; - present their views clearly and cogently in discussion in tutorials and in writing in coursework and examination.

Module Content: This module aims to enable students to understand the development of the discipline of International Relations with its central focus on relations between states since the beginning of the modern state system in the seventeenth century. It looks at the development of the discipline since the 1920s and the different theoretical perspectives on questions of war and peace in the era of the world wars and the Cold War. It also looks at the developing new agenda of IR in the post-Cold War era with its focus on issues such as state breakdown and terrorism, economic justice and global warming. Gain an understanding of the development of the discipline of International Relations (IR): discussion of the main theoretical perspectives including realism and liberal idealism as well as alternative perspectives such as Marxism and feminism. Gain an understanding of the development of the modern state and relations between states up until the end of the Cold War: discussion of the development of the modern state system from the Treaty of Westphalia in 1648 to the twentieth century of world wars and the Cold War through the perspective of IR theory. Gain an understanding of current debates within IR at the beginning of the twenty-first century: discussion of debates within the 'new IR agenda' on issues arising out of globalisation such as state breakdown and terrorism, economic justice and global warming. Reflect critically on different theoretical positions within IR and on current debates: students will be expected to reflect critically on arguments in books and articles on issues covered in the module. Present their views clearly and cogently in discussion in tutorials and in writing in coursework and examination: students will be expected to engage in discussion in tutorial and will need to be able to express their views clearly in writing in order to complete the module successfully. Typically, lectures will introduce a subject in general terms, explaining the background and the main issues to be explored further in tutorials through current debates using articles from serious journals such as the Guardian, Financial Times and Economist.

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
70%	30%	%

Module Name: Anatomy of Financial Crises

Module Code: 6BUS1002

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 debtcrises. 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 agiven 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 Name: International Production and Governance

Module Code: 6BUS1010

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 Name: Issues in Global Economy

Module Code: 6BUS1011

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 Name: Advanced Project and Risk Management

Module Code: 6BUS1012

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: have a knowledge and understanding of: 1. the complexity and uncertainty of projects and the management of projects as a discipline; 2. risk management theory and practice and the benefits of project risk management for the organisation; 3. the contribution of project management in achieving strategic objectives; 4. the dynamics of project management, project members and other stakeholders throughout the project lifecycle. Successful students will typically: be able to: 5. evaluate different perspectives on the theory and practice of project management, the importance of project management methods and individual and organisational competencies in achieving project outputs and outcomes; 6. identify different levels of risk, uncertainty and complexity in any project environment and evaluate their implications for management.

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 managing by projects to improve internal operations, respond rapidly to external opportunities and threats, achieve technological breakthroughs and design and develop new products and services. Addressing these matters, typical contents include: - a review of project management fundamentals; - project management organisation and structure; - the role and capabilities of the project manager including reflective practice; - managing relationships in the project environment including team leadership and stakeholder management; - strategy and project management; - quality and change management; - project characteristics - novelty, complexity, pace and technology; - advanced risk management and project uncertainty and advanced risk management; - project management methodology; - project closure and evaluation extended perspectives on the levels and dimensions of project performance. The module provides a sound basis for further professional studies such as the Association for Project Management (APM) Introductory Certificate in Project Management and APMP, knowledge-based qualifications, and the opportunity to critique professional bodies of knowledge in relation to current research. The module content and assessment strategy allow students to study project management and risk management 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 discussion and invited professionals. Students will conduct research in groups in order to evaluate their individual competencies in a project team environment and reflect on the experience for further development. Regular guidance and advice from tutors on further study will be provided using on-line assessment and feedback schemes.

Pre and Co requisites: (5BUS1008 Project Planning and Control)

Assessment:

Exam	Coursework	Practical
60%	40%	%

Module Name: Using IT to Gain Strategic Advantage

Module Code: 6BUS1014

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Examine the pivotal role that IS&IT plays in innovative and entrepreneurial enterprises 2. Explore the influences that current and new information systems and technologies exert in business, social and cultural areas, as well as the impact on the strategic business decision-making 3. Scrutinise the relationship between the acquisition of strategic advantage and IS&IT. Successful students will typically: 4. Demonstrate an effective role in determining the IS&IT strategy of an enterprise, by critically evaluating alternatives 5. Evaluate strategies which are likely to succeed or fail 6. Explore and develop, within a group environment, opportunities for IS&IT innovation and select those most likely to succeed.

Module Content: Exact module content will be determined by the current state of technology both existing and applied at the time. Because the nature of this subject is ever changing, students will be expected to keep abreast of latest developments by critically reading popular news sources. There will be a significant proportion of reaction to 'late breaking news'. (For example, the popularisation of WAP and other technologies). Students will be encouraged to seek and demonstrate new and unusual applications of both IS and IT. Students are required to make use of current technology in presenting their work. Typical contents include: - An introduction to strategic thinking - Porter's five forces - SWOT analysis - PEST analysis - EIS - IS as a business resource - CRM - Technology successes and failures - Out-sourcing - Tele-working - Marketing intelligence and direct marketing - Government intervention - The role of e-commerce in the wider commercial arena - Diversity, synergy and convergence In general, learning outcomes will be achieved by a combination of traditional lectures and tutorials. Students who have relevant work experience will be encouraged to present their knowledge to the class as a whole. The essay titles of the assessment will be chosen to reflect current issues and concerns. Students will work in small groups to produce and present the technological element of a business plan for a new and innovative product.

Pre and Co requisites: Prohibited: 6BUS1013 Business Strategy, 6BUS1044 Financial Strategy, 6BUS1059 Strategic Leadership in a Changing World

Assessment:

Exam	Coursework	Practical
%	100%	%

Module Name: Employment Relations

Module Code: 6BUS1017

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 Name: Information Systems and Knowledge Management

Module Code: 6BUS1018

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: have a knowledge and understanding of: 1. information systems and the effective use of information and communication technologies in determining business needs; 2. the role of knowledge and knowledge management in an organisation; 3. the use of information and knowledge management systems as important strategic tools. Successful students will typically: be able to: 4. discriminate between information management and knowledge management and their potential for increasing competitive advantage; 5. identify and apply knowledge management technologies and tools; 6. appreciate the concepts of knowledge management and knowledge sharing through group interaction and assessment.

Module Content: This module recognises the importance of information and knowledge in the management decision-making process by exploring how organisations utilise information and knowledge management systems in their endeavours to achieve sustainable competitive advantage. Content is indicative and covers: - understanding information and knowledge; - a holistic view of systems; - business applications of information systems; - information systems and the decision-making process; - the role of information and knowledge in business strategy; - knowledge management and KM models; - culture and KM; - KM tools and component technologies; - KM metrics. The module covers a wide and diverse range of current thinking in terms of theoretical and practical; aspects of information systems relating to the HR function. Fundamental tools and techniques are investigated and applied to a wide range of critical case studies

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
70%	30%	%

Module Name: International Human Resource Management

Module Code: 6BUS1019

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 in to 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 Name: Advertising Strategy

Module Code: 6BUS1021

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Examine the issues involved in management of campaigns; 2. Explore the industry accepted controls on advertising eg Ofcom, Advertising Standards Authority, etc; 3. Analyse evaluation tools to measure the success of advertising campaigns; 4. Critically evaluate the interface within the communications mix, the marketing mix and business/organisations and society in general. Successful students will typically: 5. Write a realistic advertising brief; 6. Obtain analytical skills which will assist them both to obtain and hold employment in the field of advertising

Module Content: This module will offer an integrated approach to the study of advertising strategy and management. The work will mainly be based on the IPA (Institute of Practitioners) published case studies covering a wide range of brands and service, both private and public organisations. Students are required to read the trade press and be aware of advertising campaigns in order to apply theory to current practice. Students will be expected to be able to use electronic searching techniques to find out details of campaigns and associated advertising agencies, as well as study-published market reports on products/brands. Independent study into published theoretical journal articles will be encouraged and the skills of critical analysis will be introduced. Controls on advertising will be considered, eg Advertising Standards Authority. Advertising as part of the marketing communications mix will be studied in depth using case studies. Critical analysis of journal articles discussing strategic approaches will be encouraged and debated in tutorials. Formal lectures will be followed by interactive tutorials which rely on much preparation and independent research by students. The writing of the brief from the client point of view will be covered. Evaluation of advertising will be studied and linked to the companion module Market & Social Research. The Advertising Standards Authority and their work, plus the legalities and ethics surrounding advertising, is explored using self-study and group presentations. Students are required to read the trade press and be aware of advertising campaigns in order to apply theory to current strategic practice. Students will be expected to be able to use electronic searching techniques to find out details of campaigns and associated advertising agencies, as well as study published market reports on products/brands.

Pre and Co requisites: Co-requisites: 4BUS1010 Principles of Marketing AND 4BUS1011 Introduction to Marketing Communications AND 5BUS1063 Advertising Concepts & Campaigns

Assessment:

Exam	Coursework	Practical
70%	30%	%

Module Name: Business to Business Marketing

Module Code: 6BUS1022

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: have a knowledge and understanding of: 1. the dimensions and scope of business and institutional marketing and the differences from consumer marketing; 2. the role of relationship management and interactive networks in operational business to business marketing; 3. the relevance of relationship management concepts and tools in operational business to business marketing; 4. the issues arising from the application of 'traditional' marketing concepts, such as brand management, to business to business markets. Successful students will typically: be able to: 5. analyse the business and institutional marketing environment using a range of tools and models; 6. develop compelling business marketing plans; 7. write convincing business proposals; 8. critically analyse business and institutional strategies and concepts.

Module Content: This module focuses on the role and application of business and institutional marketing theories. At the end of this module, students should be able to evaluate the usefulness of various marketing techniques for a range of business organisations. In particular, the module deals with the limitations of traditional marketing models and concepts as applied to business to business marketing, and the relevance of relationship and network management. Students will be expected to work in groups to carry out extensive study and research in order to produce a useful business to business marketing strategy. In the current economic climate, all businesses need to reappraise their strategies and market. In times of economic downturn, businesses need to be able to target both institutional and business, as well as consumer markets. This module explores the crucial differences in marketing strategies used to target these markets, and equips the student to design and implement marketing strategies to target businesses, institutions and government agencies.

Pre and Co requisites: Co-requisites: 4BUS1010 Principles of Marketing AND 5BUS1032 Marketing Planning/5BUS1099 Strategic Marketing Planning. Direct alternatives to 5BUS1032/5BUS1099 are acceptable

Assessment:

Exam	Coursework	Practical
50%	50%	%

Module Name: Global Marketing Ethics and Culture

Module Code: 6BUS1025

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Analyse the changing nature of the global trading environment and the major strategic and contextual trends which affect global strategic decision-making; 2. Research and evaluate the different social and cultural conventions which effect buying behaviour and marketing approaches; 3. Examine the ethical considerations and implications of a range of global marketing strategies; 4. Evaluate the methodologies for global marketing research and a range of sources of data/information and tools of analysis necessary to support a global marketing strategy. Successful students will typically: 5. Critically analyse the global marketing environment through the use of models and tools for decision making; 6. Evaluate and apply global marketing strategies, plans and tactics to a range of global marketing scenarios; 7. Carry out research on a business and a global market.

Module Content: Global marketing success is a function of perspective, opportunity, motivation, organisation, knowledge and skills. The challenge for today's 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. A series of lectures will deliver the content as detailed in the module specification. This will be supported by tutorials, which will require the student to have completed the recommended background reading and preparatory work for the tutorial. This may take the form of group or individual research or case study preparation. The content of the lectures alone would provide insufficient knowledge and understanding of this module, tutorial activity complements and adds to the content delivered in the lectures. Students are expected to participate fully in the module, to read widely and to follow relevant current issues in the professional and academic press. Use should be made of the comprehensive reading suggestions, which will be supplied in support of each lecture. It is essential that students refer constantly to the latest edition of the indicative reading in order to identify current practices.

Pre and Co requisites: 4BUS1082 Principles of Marketing (CIM) or 4BUS1010 Principles of Marketing OR 4BUS1004 Principles of Tourism Marketing

Assessment:

Exam	Coursework	Practical
40%	60%	%

Module Name: Global Marketing Ethics and Culture

Module Code: 6BUS1025

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Analyse the changing nature of the global trading environment and the major strategic and contextual trends which affect global strategic decision-making; 2. Research and evaluate the different social and cultural conventions which effect buying behaviour and marketing approaches; 3. Examine the ethical considerations and implications of a range of global marketing strategies; 4. Evaluate the methodologies for global marketing research and a range of sources of data/information and tools of analysis necessary to support a global marketing strategy. Successful students will typically: 5. Critically analyse the global marketing environment through the use of models and tools for decision making; 6. Evaluate and apply global marketing strategies, plans and tactics to a range of global marketing scenarios; 7. Carry out research on a business and a global market.

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Pre and Co requisites: 4BUS1082 Principles of Marketing (CIM) or 4BUS1010 Principles of Marketing OR 4BUS1004 Principles of Tourism Marketing

Assessment:

Exam	Coursework	Practical
40%	60%	%

Module Name: Forecasting Methods for Managers

Module Code: 6BUS1026

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 Name: Knowledge Management and Business Intelligence

Module Code: 6BUS1035

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 Name: Islamic Banking and Finance

Module Code: 6BUS1040

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 Name: International Financial Management

Module Code: 6BUS1041

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Critically examine the international financial system and discuss current issues within it 2. Evaluate the measurement and management of currency risks 3. Evaluate specific problems of capital budgeting in multi-national organisations 4. Appraise the design of the corporate structure of multi-national organisations in order to maximise shareholders' wealth Successful students will typically: 5. Use and apply international financial theory to analyse risks faced by multi-national corporations; 6. Devise strategies for identifying and managing international financial risks 7. Develop proposals for international financial investment 8. Make proposals for the design of the corporate structure of a multi-national organisation, recognising cash management, taxation and legal considerations

Module Content: This module sets financial management within an international context, allowing students to explore the financial problems specific to multi-national corporations. It will examine the theory associated with these issues and the techniques employed by multi-national corporations in their financial management. Topics to be covered may include: the development of the international financial system; International financial theory; international capital budgeting; current issues in international finance; international taxation; international treasury management; multi-national corporate structures Lectures introduce students to each topic and to the relevant literature. Seminars require students to discuss what they have read and demonstrate the practical application of the theory to practical situations through discussion and prepared examples.

Pre and Co requisites: Co-requisite(s): 5BUS1158 Financial Management; 5BUS1149 Business Finance; 5BUS1157 Corporate Finance or 5BUS1094 Principles of Corporate Finance. (6BUS1043 Global Finance & Markets)

Assessment:

Exam	Coursework	Practical
70%	30%	%

Module Name: Creative Problem Solving for Managers

Module Code: 6BUS1047

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 Name: Creative Problem Solving for Managers

Module Code: 6BUS1047

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 Name: Strategic HRM Perspectives

Module Code: 6BUS1056

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 Name: Strategic Leadership in a Changing World

Module Code: 6BUS1059

Semester: AB

Credits: 30

Intended Learning Outcomes: Successful students will typically: have a knowledge and understanding of: 1. the risks and opportunities confronting strategic leaders in a changing world; 2. the challenges facing organisations in times of economic growth and recession; 3. theoretical approaches to the evaluation of an organisation's strategic position, choices and implementation of options for change; 4. the distinctions between differing change contexts and styles of leadership. Successful students will typically: be able to: 5. research, diagnose and analyse a complex range of strategic problems; 6. critically evaluate strategic concepts and theory, decision-making and planning, using practical examples of strategic leadership and change processes; 7. develop the ability to work 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 public, private and third sector organisations in a turbulent global environment. In analysing practical examples, students will be encouraged to apply and evaluate concepts and techniques from the full range of schools/perspectives that comprise the strategic management discipline. A key emphasis within the module is on the fact that leading theorists and practitioners constantly engage in debate on how to interpret strategy topics/issues. Students will learn that there is rarely one right answer to a strategic question - instead, there are usually a number of good answers. A distinction will be made between three leading themes: strategic position, strategic choice and strategy in action/implementation. However, students will be constantly reminded that the leaders of organisations often experience strategy as a messy, unstructured process. Up-to-date real world examples will be used together with textbook cases to show how themes interact in practice. The module will be delivered through one hour's lecture every week and a seminar of two hours' duration every two weeks. 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 public, private and third-sector stakeholder influences on the strategy process; issues of sustainability for organisations and society; the relationships within and between organisations, including the influence of informal networks; and the challenges of building and sustaining competitive advantage. The module may use the latest educational technologies in its delivery. For example, the lecture may be recorded as a live audio and/or video podcast that is subsequently placed on StudyNet. Also, the lecture may be supplemented by the tutor writing a blog, enabling students to interact in a reflective discussion of lecture/module content. The seminars will require students to read (in advance) case studies and other materials. Case study research and preparation is an essential part of the learning process; and students should expect to spend several hours on the larger cases. They are required to draw on knowledge gained from other business disciplines whilst developing their understanding through researching organisations, industries and case study work of the interdependence of these various disciplines. The

coursework also requires students to work as part of a team and employ their communication and time-management skills, as they will typically be required to do in a business environment.

Pre and Co requisites: 6BUS1013 Business Strategy, 6BUS1044 Financial Strategy, 6BUS1014 Using IT to Gain Strategic Advantage

Assessment:

Exam	Coursework	Practical
50%	50%	%

Module Name: Strategic Cost Management

Module Code: 6BUS1060

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 Name: Strategic Brand Management

Module Code: 6BUS1061

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Critically examine the key principles behind the design and development of brand equity; 2. Critically analyse the practical and theoretical underpinning of the strategic brand management process; 3. Evaluate the impact on the marketing mix of macro and micro environmental issues with regards to brand building and positioning Successful students will typically: 1. Apply the strategic brand management process; 2. Critically discuss and evaluate the academic and theoretical underpinning of strategic brand management; 3. Critically analyse the importance in developing strategic brand management strategy and its relationship to other business activities; 4. Make rational strategic brand management recommendations both individually and as part of a team.

Module Content: This module explores in-depth the concepts of the strategic brand management process and underpinning theories. Content will include international perspectives where appropriate. Students may work in groups to critically analyse elements of brand building, positioning - designing and implementing brand strategies. Students will be required to evaluate their choices and decisions. Students will be guided in workshops in groups throughout the module. They will acquire the necessary skills to research marketing data and to use this information to understand how the strategic brand management process is formulated, planned and executed. A key feature of this module will be the number of interactive group sessions and discussions, which is intended to develop integration of the strategic brand management issues and application of key concepts and theories. This is an intensive module, which requires students to attend all lectures and tutorials, to arrive having done a considerable amount of research, and group work on a weekly basis, and specified reading. Class discussion and lectures will underpin the module to enable students develop the necessary knowledge, understanding and skills to meet the learning outcomes. This module is designed and developed using the PBL concept to provide the fundamental knowledge of strategic brand management to the future brand management practitioner. The module offers students the opportunity to work in groups to simulate the reality of business, where team brand launches are often practiced.

Pre and Co requisites: Co-requisites: 4BUS1082 Principles of Marketing (CIM) or 4BUS1010 Principles of Marketing AND 5BUS1106 Product Innovation (International)

Assessment:

Exam	Coursework	Practical
%	100%	%

Module Name: Social Networking and Enterprise

Module Code: 6BUS1062

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 Name: Social Networking and Enterprise

Module Code: 6BUS1062

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 Name: Small Business and Entrepreneurship

Module Code: 6BUS1064

Semester: AB

Credits: 30

Intended Learning Outcomes: Successful students will typically:

1. Critically analyse the nature and significance of the small business and entrepreneurship;
2. Examine the practical managerial challenges faced by small business and social enterprise;
3. Evaluate and reflect upon small business and entrepreneurship related theories and frameworks
4. Produce a small scale case study/feasibility study/business plan/live project;
5. Synthesise and present appropriate recommendations to relevant aspects of business and management
6. Work successfully in a group to solve a business problem

Module Content: This module addresses the entrepreneur, entrepreneurship and small business and its management. It will

consider the entrepreneur and owner manager; their nature and motivation, and the character of the small

enterprise. What are small businesses; how are they represented; and how can survival and growth be

attempted?The wide range of issues to be considered will include: consideration of opportunities and sources of new ideas;

examination of legal forms available, including assessment of management buy-outs and the purchase of

established businesses. We will consider financial issues including estimation of costs, and formal and

informal sources of finance such as family, banks, equity and financing. We then move on to consider

creativity; construction of business plans; failure and its causes; and sources of advice. Aspects of marketing

of special relevance, such as networking, word of mouth, and personal selling are examined; including broader

themes of significance such as family business.

Pre and Co requisites: (4BUS1010 Principles of Marketing, 6BUS1065 Small Business Management)

Assessment:

Exam	Coursework	Practical
50%	50%	%

Module Name: Small Business Management

Module Code: 6BUS1065

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. examine and appreciate the contribution of small businesses to the economy 2. understand practical managerial challenges facing small business 3. develop insight into management principles related to sustaining and growing the small business Successful students will typically: 4. research environmental forces impacting on small businesses and management responses 5. critically examine functions important to the successful management of small businesses 6. research and develop suitable strategy solutions to challenges facing the small business manager

Module Content: The small business is now a major part of the economy and it is recognised for its contribution to employment creation. The module will examine how small business works in practice, focusing on its creation, development, growth and key functions. There is scope for the student to bring in their own experiences of small business and they will be encouraged to pursue their own particular interests within the overall framework of the syllabus, partly through exercises and case-based activities throughout the programme of planned tutorial sessions This module is designed to reflect the issues of key concern to the small business today and will help students synthesise theory and practice with a focus on up-to-date cases, either from the students own contacts or those from the business school (live where possible). Students will cover topics such as the small business context; characteristics; government and legal issues; innovation; strategy; growth; internationalization; types of entrepreneur; leadership and management; finance and marketing.

Pre and Co requisites: 6BUS1064 Small Business & Entrepreneurship

Assessment:

Exam	Coursework	Practical
50%	50%	%

Module Name: Public Relations Strategy

Module Code: 6BUS1071

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Critically evaluate the changing nature of the external environment, major strategic and contextual trends which affect strategic decision-making and how this impacts on PR; 2. Examine how internal communications, investment decisions and stakeholder management impact on PR; 3. Analyse the different social and cultural conventions which affect consumer behaviour and marketing approaches Successful students will typically: 4. Analyse an organisation's internal and external environment to prepare effective strategic recommendation for PR as part of the marketing communications mix; 5. Identify, compare and contrast strategic options for PR and their implications for an organisation; 6. Demonstrate the capacity to build innovative and creative PR activities/solutions to improve an organisation's competitive position both individually and as part of a team.

Module Content: This module will look at the use of PR at a strategic and practical level as an element of the marketing communications of an organisation, and how to improve organisational competitiveness through the application of appropriate PR activity. It will focus on issues such as the external environment, contemporary PR, organisational PR, crisis management and internal stakeholders. Students will use case studies, current news articles, DVD's and videos to elicit up-to-date thinking about contemporary PR activity and how it relates to the wider marketing programme. A key feature of this module will be the number of short practical exercises in lectures, which are intended to develop individual thinking and the application of key marketing communications concepts in practice. The module content/lectures will be as follows: - Introduction to the module - Internal communications - Social responsibility - Ethics - Media relations - Consumer PR - Corporate PR - Political PR - International PR

Pre and Co requisites: 5BUS1018 Public Relations Concepts & Campaigns

Assessment:

Exam	Coursework	Practical
%	100%	%

Module Name: Marketing Communications

Module Code: 6BUS1076

Semester: AB

Credits: 30

Intended Learning Outcomes: Successful students will typically: 1. examine the various aspects of marketing communications from initial analysis of the market through to the development of strategies incorporating an expanding range of promotional techniques 2. critically analyse relevant marketing theories, for instance consumer and organisational buyer behavioural models, market segmentation and marketing communications models; 3. evaluate the value of marketing communications to organisations, and how marketing communications supports key organisational activities Successful students will typically: 4. apply marketing communications theory both individually and as part of a team, to practical situations through the use of case studies and live examples in order to analyse an organisation's existing marketing communications strategy 5. analyse relevant market factors, eg competitor analysis, market segmentation, buyer behaviour analysis 6. evaluate the requirements of appropriate target markets; 7. develop suitable promotional plans including creative solutions and consider implementation criteria.

Module Content: This module is offered both to students with or without previous marketing work experience. The aims of the module are to enable students to understand the various aspects of marketing communications from initial analysis of the market through to the development of strategies incorporating an expanding range of promotional techniques. The module combines an understanding of relevant marketing theories, for instance consumer and behavioural models, with the application of the theory to practical situations through the use of case studies and other techniques. Learning outcomes are achieved through a combination of lectures and application-based seminars which provide the students with the opportunity to apply the theories in a practical context. The subjects covered include communications theory; buyer behaviour; market segmentation, targeting and positioning; and marketing research. These are followed by promotional planning, implementation and evaluation, including exploring the use of all elements of the promotion mix. Whilst this covers the main areas of advertising, selling, sales promotion, public relations and direct marketing, attention is also given to communications tools and media of increasing relevance such as sponsorship, product placement digital media.

Pre and Co requisites: 4BUS1010 Principles of Marketing, 6BUS1081 Managing Media & Communications

Assessment:

Exam	Coursework	Practical
60%	40%	%

Module Name: Money, Banking and Finance

Module Code: 6BUS1078

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 Name: Modern Econometrics

Module Code: 6BUS1079

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, errorcorrection 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 analyse independently the subject matter via knowledge and understanding.

Pre and Co requisites: 5BUS1059 Econometrics

Assessment:

Exam	Coursework	Practical
50%	50%	%

Module Name: Markets, Competition and Policy Performance

Module Code: 6BUS1080

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 & Markets

Assessment:

Exam	Coursework	Practical
50%	50%	%

Module Name: Managing Media and Communications

Module Code: 6BUS1081

Semester: AB

Credits: 30

Intended Learning Outcomes: Successful students will typically: 1. Evaluate and manage an organisation's communication strategy; 2. Evaluate techniques to build and manage relationships with the various stakeholders; 3. Examine the marketing communications disciplines available to an organisation and how to maximise their impact through effective integration; 4. Assess the impact of the changing interactive communications environment on organisations. Successful students will typically: 5. Appraise the role of managing media and marketing communications in various business contexts; 6. Formulate a media and marketing communications plan, both individually and as part of a team; 7. Critically evaluate the appropriate tools and techniques for the execution of effective communications to respond competitively to the changing communication environment.

Module Content: This module is offered to specialist marketing students. It aims to provide a critical understanding of the theory underpinning marketing communications. The theory reviewed includes communications theory, buyer behaviour theory as well as integrated marketing communications theory. The module considers how marketing communication works, taking into account various contexts including the global context. Organisations are considered in detail in terms of their inter-relationship with various stakeholders. Students will evaluate existing marketing communications activity by organisations. They will consider current marketing communications disciplines in various contexts (B2B, B2C, SMEs, NFP, etc). Students will also consider marketing communications planning. Their assessment will include research and analysis for a live client as well as the formulation of a marketing communications and media plan. This module will include intensive lecture and tutorial sessions which are intended to develop critical thinking in the field of marketing communications and media. Students are required to undertake both secondary and primary research and to work in groups for the client based assessment. Specified reading is recommended to support completion of coursework and the examination.

Pre and Co requisites: Co-requisites: 4BUS1082 Principles of Marketing (CIM) or 4BUS1010 Principles of Marketing AND 5BUS1099 Strategic Marketing Planning

Assessment:

Exam	Coursework	Practical
60%	40%	%

Module Name: Market and Social Research

Module Code: 6BUS1082

Semester: AB

Credits: 30

Intended Learning Outcomes: Successful students will typically: 1. Analyse the methodologies and processes of research in the contemporary business and social environment; 2. Evaluate the distinctions between different types of research and research approaches; 3. Recognise the role and limitations of research in supporting marketing (and other) management in the decision-making process. Successful students will typically: 4. Apply the tools and techniques to marketing cases and changing situations; 5. Critically evaluate marketing research theories and frameworks; 6. Critically evaluate and synthesise the data available to justify a range of options.

Module Content: This module is designed to provide students with a good understanding of research theory and practice, from the perspective of marketing management. We will look at the development, nature, scope and organisation of research. Identifying and refining problems, formulating objectives (organising hypothesis testing) and setting decision criteria will provide the key to integration in the learning experience process. We will explore the fundamentals of sampling and sample design. Survey, experimental design and methods of data collection (questionnaire design, face-to-face interviews, postal questionnaires, telephone interviewing, focus groups) will follow. The research interview, comprising the role, selection, training and supervision of interviewers, is examined in depth; as are the principles and practice of qualitative research. We also look at how market researchers construct market segmentation models (demographic, lifestyle, psychological categories, geodemographics, etc) and, finally, we will assess differences that exist between consumer and industrial markets, and between different sized businesses. This module is expected to include the following content: - Difference between data and information - Research process - Types of research - Methodological approaches - Sampling - Ethics of market research - Industrial and business to business research - International research - Social research - The role of the researcher - Advertising research - Eresearch - Qualitative analysis - Quantitative analysis - Proposal and brief writing - Presentation of data and research findings

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

Assessment:

Exam	Coursework	Practical
30%	70%	%

Module Name: Management Science in Business

Module Code: 6BUS1083

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: have a knowledge and understanding of: 1. a variety of Management Science (MS) methods used for business problems; 2. the difficulties and limitations associated with the application of these methods in an organisational environment; 3. the development of management science models for decision-making; 4. the interpretation and analysis of models results. Successful students will typically: be able to: 5. formulate and structure business problems using management science techniques; 6. manipulate and solve management science models; 7. interpret and report the results of a model in a business context; 8. work as a group to analyse and solve a business and management problem

Module Content: This module will develop knowledge and understanding of both classical and current management science techniques used in business today. Students will be guided into formulating business problems as models. They will be shown how to manipulate and solve these models, and interpret the solutions. They will learn to recognise difficulties and limitations associated with the results given by the models. Students will be encouraged to use appropriate computer software to solve the models. The module includes the following topics: - queuing models - game theory - replacement theory - decision analysis - dynamic programming - transportation problems - data envelopment analysis - data mining The knowledge and understanding learning outcomes will be achieved by attendance of lectures, completion of set exercises and specified reading. Skills and attributes learning outcomes will be achieved by attendance at practical workshop sessions and by completion of additional set exercises. As in the real world, business problems are generally analysed and solved by a group from different parts of an organisation working together to structure and analyse the problem. Therefore, the module includes group coursework in which a business problem is given to students and they are asked to analyse it using the techniques covered in the module, hence improving their group working skills - an essential employment skill

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
70%	30%	%

Module Name: Management Decision Making

Module Code: 6BUS1084

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Assess the theory and techniques within the areas of short and long-term decision-making 2. Examine how short and long-term decision-making relates to the overall context of management accounting; 3. Research how the role of management accounting is changing and the factors influencing this. Successful students will typically: 4. Apply costs to develop decision-making models in complex scenarios; 5. Evaluate relevant costs and revenues for decision-making and apply this analysis in a variety of complex short and long-term decision-making scenarios 6. Analyse the effects of taxation, inflation and similar factors in the development of management decisionmaking

Module Content: The module explores the use of management accounting information to assist organisations in short and longterm decision-making. Emphasis is given to the use of various techniques in the formulation of management decision-making and, in order to emphasise the practical application of the principles and techniques, considerable use is made of practical examples. Indicative module content includes: information contents of financial statements, relevant costs and revenues for decision making, - cash flow analysis for long-term and short-term decision-making, decision-making within constraints for product mix analysis – absorption and standard costing, external and transfer pricing, performance measurement and market imperfections within decision-making frameworks (eg tax, inflation, etc). Module leader will introduce students to the relevant literature and will explore the practical application of management decision-making concepts and techniques. Seminars will further develop students' understanding by practical examples, analysis of case studies and by presentations. Seminars will also be used to apply various decision models to both structured and unstructured problems.

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
60%	40%	%

Module Name: Macroeconomics Performance

Module Code: 6BUS1085

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 & the Open Economy

Assessment:

Exam	Coursework	Practical
50%	50%	%

Module Name: Contemporary Issues in Marketing

Module Code: 6BUS1093

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Evaluate theoretical and alternative frameworks that underpin research, particularly in marketing; 2. Critically examine different schools of thought and paradigms in the study of marketing; 3. Research and critically analyse key contemporary issues in the field of marketing as an academic discipline as well as its practical applications. Successful students will typically: 4. Develop their critical thinking, analytical and reflective skills; 5. Evaluate different theoretical frameworks that underpin research and inform alternative research methodologies; 6. Critically analyse views on the specific contemporary issues identified, synthesise and communicate their own views appropriately.

Module Content: Selected contemporary issues in marketing will be explored from a critical perspective. Students will look at the research methods are used to explore marketing topics and concepts and investigate how different researchers have presented themes in marketing and the arguments they have made. The module will be taught through lectures and tutorial workshops, supported by input from researchers and professors in the Business School. Lectures develop understanding of critical analysis; relevant theories, methodologies, key issues and perspectives. Tutorial workshops will clarify understanding and students develop critical thinking and analysis using readings and short case studies. In addition to tutor-led ways of achieving learning outcomes, students will be expected to develop their ideas and opinions through a guided reading list and through participation in classroom activities.

Pre and Co requisites: Additional prohibited combinations: 6BUS1095 Contemporary Issues in Human Resource Management, 6BUS1091 Contemporary Issues in Tourism Management, 6BUS1096 Contemporary Issues in Entrepreneurship (6BUS1098 Contemporary Issues in Accounting & Finance, 6BUS

Assessment:

Exam	Coursework	Practical
%	70%	30%

Module Name: International HRM in Practice

Module Code: 6BUS1115

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically:

have a knowledge and understanding of:1. the effects of national culture/ideology and institutional arrangements on HRM;2. the functional aspects of HRM in the international organisation;3. the strategic orientations of multinationals and the relationship between international corporate strategies

and HR strategies;4. critical issues in the management of the employment relationship across borders, with reference to both

managerial and labour perspectives;5. comparative HR systems in selected regions, locating diverse policies and practices within their political,

economic and cultural contexts.:1. undertake desk-based research into international and comparative HRM, including the interrogation of webbased sources;2. apply HR theory to practice;3. communicate effectively, verbally and in writing, and to work effectively in diverse groups.

Module Content: The module is designed to provide an appreciation of the human resource considerations of managing across

borders as a primary strategic concern of multinational corporations. It is framed around international and

comparative themes as follows:- International: Insights are provided into problems and issues in managing international staff resources, notably

recruiting, training and rewarding expatriates, and facilitating effective international team-working.- Comparative: Awareness will be provided of contexts and prominent features of HR policies and practices in a

range of national 'host' environments including the US, Germany, the UK, Japan and China as well as in

selected developing countries.Module content includes:- International business and international HRM- Cultural and institutional influences on international HRM- Staffing the global enterprise- Training and development in the global enterprise- International compensation and performance- Multinational corporations and ethical/employment issues- HRM in the host country context

Pre and Co requisites: Completion of a level 5 module in HRM.

Assessment:

Exam	Coursework	Practical
50%	50%	%

Module Name: Contemporary Issues in Economics

Module Code: 6BUS1097

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 Name: Contemporary Issues in Business and Management

Module Code: 6BUS1101

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. critically review different theoretical frameworks that underpin business research 2. analyse the application of alternative theoretical frameworks to key contemporary issues in business and management 3. research selected key contemporary issues in the field of business and management and analyse them through the application of appropriate theoretical frameworks Successful students will typically: 4. apply advanced research skills to the study of business and management issues 6. analyse views on the specific contemporary issues identified, synthesising and communicating their own views appropriately

Module Content: This module will bring together a range of current research on contemporary strategic issues in business and management and enable students to consolidate their understanding of these issues, whilst giving them the skills and opportunity to examine and evaluate alternative valid views. Students will be asked to use their research skills to develop an in-depth understanding of these contemporary issues while being encouraged to examine and question the legitimacy of alternative approaches to management and to evaluate the impact, if any, of these issues on a business' strategic development. Students are expected to draw on the whole range of knowledge and skills developed during their studies when reviewing research literature and evaluating business and management responses to contemporary issues. The learning outcomes of the module will be achieved through lectures and tutorials, supported by individual directed reading including selected publications. Building on a core understanding of the key contemporary strategic issues for business and management, students' research skills will develop through a process of enquiry into how professional scholars apply theory from Business Studies disciplines to analyse the effects of these issues, inform the design of fresh research projects exploring these issues, and evaluate differing business and management responses to the challenging economic, social and environmental conditions of the twenty-first century. Through the use of case studies, theory readings and, where appropriate, attendance at open lectures, students will begin to understand the ongoing dynamics of organising and the interplay of theory and practice, in that practice informs theory which, in turn, informs practice. Students will collect, analyse evaluate and compare a range of secondary data on business and management responses to a contemporary strategic issue of their choice. They will apply theoretical concepts and perspectives in evaluating these responses and be asked to explain how, if at all, management theories help or expand their understanding of the issue, whilst also offering their own solutions to the issue at hand.

Pre and Co requisites: Additional prohibited combinations: 6BUS1093 Contemporary Issues in Marketing, 6BUS1091 Contemporary Issues in Tourism Management, 6BUS1096 Contemporary Issues in Entrepreneurship (6BUS1098 Contemporary Issues in Accounting and Finance, 6BUS1097 Contempor

Assessment:

Exam	Coursework	Practical
%	100%	%

Module Name: International Strategic Management

Module Code: 6BUS1117

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Evaluate the role and constraints of management in the development of international business 2. Critically examine different global/multinational perspectives on international management strategy 3. Evaluate the pressures created by the paradoxical tensions of international management, including ethical and environmental issues Successful students will typically: 4. Identify and analyse a complex range of international strategic challenges 5. Examine a range of environmental issues facing multinational organisations

Module Content: This module investigates the strategic challenges facing international managers, identifying the contradictions and paradoxical nature of strategic decision-making and strategic planning. Students use current examples and case studies to examine relationships between, and influences on managers in the context of dynamic and complex environments. The module will explore differing perspectives on management and consider the role culture and perception may play in the strategic development of multinational enterprises. In exploring a range of current issues influencing and affecting MNEs, students will be encouraged to consider their moral and ethical implications. 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. Topics covered will include leadership styles and issues of corporate social responsibility as well as the challenges of building and sustaining competitive advantage in an international context. Case study research and preparation is an essential part of the learning process; and students should expect to spend several hours on the larger cases. They are required to draw on knowledge gained from other business disciplines whilst developing their understanding through researching organisations, industries and case study work of the interdependence of these various disciplines. The coursework also requires students to work as part of a team and employ their communication and time-management skills, as they will typically be required to do in a business environment.

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
%	100%	%

Module Name: Financial Management in the Public Sector

Module Code: 6BUS1118

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: have a knowledge and understanding of: 1. critically examine accounting in the context of the public sector; 2. evaluate sources of income and accountability for use of resources in the public sector; 3. analyse accounting standards in the public sector; 4. evaluate impact of globalisation on financial management; Successful students will typically: be able to: 5. critically examine financial accounts of public sector organisations and make conclusions about use of fiscal resources; 6. evaluate current accountability issues in the public sector management by linking theory and practice;

Module Content: The context of the public sector as distinct from the private sector will be established. The students will learn about historical development of various financial management models in the public sector and appreciate similarities and differences between private and public sector financial management. They will also learn how funds are raised and investments made in the public sector. Budgeting and budgetary control in the public sector will be discussed. Accountability issues, internal control and accounting will be covered. Development of International Public Sector Accounting Standards (IPSASs) will be discussed. Emphasis will also be placed on emerging issues in the public sector. The context of the public sector: historical perspective. Budgeting and budgetary control. Financing and investing. Accountability, governance and risk management. Public private partnership. Globalisation and its impact on financial management. Key issues in the third sector financial management. Emerging issues in public sector financial management, eg lean thinking, strategic partnership, big society.

Pre and Co requisites: The module requires basic understanding of financial management.

Assessment:

Exam	Coursework	Practical
%	100%	%

Module Name: Corporate Treasury Management

Module Code: 6BUS1124

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Critically evaluate funding and liquidity management, and the optimisation of working capital; 2. Appraise business, financial and treasury strategies and how they link together; 3. Discuss financial risks and how these can be mitigated through financial markets; 4. Appraise internal controls within a treasury function. Successful students will typically: 1. Evaluate choices between the different forms of borrowing, their structures, terms and costs; 2. Forecast the company's cash needs and manage borrowings in an efficient manner; 3. Assess risks facing the company so that decisions can be made on techniques to mitigate.

Module Content: Covers theory and practice underpinning the principal elements of corporate treasury management: Capital Markets and Funding Different techniques and sources for raising funds, from bank debt to equity finance. Cash and Liquidity Management Forecasting cash needs, managing cash flows and short-term borrowings efficiently. Corporate Financial Management Addresses fundamental questions on what assets the business should invest in and what capital structure should be put in place to raise the money. Risk Management Understanding financial and business risks the company is exposed to and if returns generated are sufficient to justify taking those risks. Treasury Operations and Controls Running a treasury function: necessity for policies, procedures, staffing, systems, controls and relationships with internal/external parties. Successful completion of this module will provide grounding in the technical skills necessary for corporate treasury management, skills which are also relevant in a variety of roles in accountancy and financial management. The focus of this module is on the main corporate treasury decisions which must be taken in order to maximize shareholder value. Relevant theory and techniques are covered, but the main emphasis is on critical evaluation of the underlying theory for practical application. The learning outcomes will be achieved through lectures and preparation for the weekly seminars. They will be assessed firstly through coursework, which will require the student to research particular area(s) in depth in addition to participating in an in-class test. Secondly, the examination will assess key learning outcomes including any not assessed through the coursework. Throughout, students will be expected to read the financial press and journals, demonstrating understanding (through the application of the theory) of current financial and economic events impacting on the world of corporate treasury

Pre and Co requisites: Co-requisites: 5BUS1157 Corporate Finance or 5BUS1149 Business Finance or 5BUS1094 Principles of Corporate Finance or 5BUS1046 Financial Management.

Assessment:

Exam	Coursework	Practical
60%	40%	%

Module Name: Performance Strategy

Module Code: 6BUS1127

Semester: B

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 to 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: 5BUS1093 Cost & Performance Management or 5XXXX Management Accounting OR 5BUS1038 Management Accounting for Business Decisions

Assessment:

Exam	Coursework	Practical
60%	40%	%

Module Name: Game Theory and Economic Applications

Module Code: 6BUS1140

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 Name: Leadership and Organisations

Module Code: 6BUS1141

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 OR 6BUS1

Assessment:

Exam	Coursework	Practical
%	100%	%

Module Name: Organisational Behaviour

Module Code: 6BUS1142

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Identify the main trends in the development of organisational behaviour and assess their relevance for today 2. Explore alternative theoretical perspectives in relation to the design, structure, culture and performance of organisations 3. Debate key explanations concerning individual, group and team behaviour within organisations Successful students will typically: 4. Apply critical thinking skills to evaluate alternative theoretical perspectives in relation to organisations 5. Assess a range of different approaches to managing individuals and groups within organisations

Module Content: The module will cover the following areas: UNIVERSITY OF HERTFORDSHIRE
Published (visible) 18-FEB-19 11:46 Page 2 of 3 •The current context in which organisations operate •Perspectives on the design, structure, performance and culture of organisations including the classical school, human relations, systems and contingency approaches •Alternative theoretical perspectives examining the development and stability of personality, perception and attitudes and individual differences •Historical and contemporary explanations of employee motivation, engagement and the psychological contract •An exploration of research into team working and what makes for effective team working •Historical and contemporary perspectives on management and leadership in organisations •The employment relationship: issues of power and conflict Organisational behaviour is a multi- disciplinary area of study incorporating disciplines such as psychology, sociology, anthropology, economics and politics. The coverage of the different topic areas will, therefore, draw from a range of different perspectives and viewpoints to bring together both historical and contemporary explanations of organisational and individual and group behaviour. Students will be encouraged to carry out in depth research into the various topics and critically question the competing perspectives through debate and collaborative discussion in tutorials. The module will set out the current context in which organisations operate to set the scene in which the study of organisational behaviour takes place. The alternative theoretical perspectives relating to the design, structure and performance will be discussed in order to develop student awareness of the competing arguments about what makes for effective organisational design and how each might impact on performance. The important concept of organisational culture will be an area of study which will then enable a more focused exploration of the complexities of individual differences and group and team dynamics.

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
50%	50%	%

Module Name: Business Strategy

Module Code: 6BUS1143

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Explore the risks and opportunities confronting strategic leaders in a contemporary environment; 2. Investigate the factors that affect strategic decision making, including economic, social and environmental considerations; 3. Critically examine a range of theoretical approaches to the evaluation of an organisation's strategic position, choices and implementation of options for change; Successful students will typically: 4. Research, diagnose and analyse a complex range of strategic problems; 5. Critically evaluate strategic concepts and theory; 6. 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 public, private and third sector 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 includes a comprehensive review of current strategic issues, identifying the contradictions and paradoxical nature of strategic decision-making and strategic planning. This module's coverage of the themes of strategic position and strategic choice is designed to complement the study of strategy in action/implementation in the companion module 'Leadership and Organisations'. 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. Topics covered will include issues of corporate social responsibility, as well as the challenges of building and sustaining competitive advantage. Case study research and preparation is an essential part of the learning process; and students should expect to spend several hours on the larger cases. They are required to draw on knowledge gained from other business disciplines whilst developing their understanding through researching organisations, industries and case study work of the interdependence of these various disciplines. The coursework also requires students to work as part of a team and employ their communication and time management skills, as they will typically be required to do in a business environment.

Pre and Co requisites: Co-requisite: 6BUS1141 Leadership and Organisations OR 6BUS1001 Leadership and Organisations Prohibited Combinations: 6BUS1059 Strategic Leadership in a Changing World; 6BUS1044 Financial Strategy; 6BUS1123 Financial Strategy; 6BUS1014 Using IT to Gain St

Assessment:

Exam	Coursework	Practical
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60%	40%	%
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Module Name: Web Analytics and Social Media Monitoring

Module Code: 6BUS1162

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Examine and evaluate the relevance and effectiveness of tools available for web analytics and social media monitoring 2. Identify relevant KPIs and metrics for websites and campaigns including social media and email campaigns 3. Explain ethical and data protection issues involved in collecting and analysing data Successful students will typically: 4. Set KPIs in relationship to overall digital campaign objectives 5. Use monitoring and analytical tools and online surveys; 6. Interrogate and interpret monitoring and analytical information in order to make recommendations for the improvement of future digital marketing campaigns. 7. Present information gained in a way that other executives and managers will find useful to decision making

Module Content: This module will be focusing on two main areas: being able to understand and apply tools available for monitoring digital campaign and website performance. The module prepares students for employment in a digital marketing capacity, either in an agency or client side. The following areas will be covered throughout the module: - The purpose of monitoring campaign and website performance in the context of the overall digital marketing campaign - Setting KPIs in the context of overall digital marketing campaigns - Purpose and populations for online research - Tools and procedures for online research - Interpretation and reporting of data from online research - Purpose and scope of web analytics for monitoring website, SEO, PPC and email marketing - Tools and procedures for setting up web analytics - Interpretation and reporting of data from web analytics - Purpose and scope of social media monitoring - Tools and procedures for setting up social media monitoring - Interpretation and reporting of data from social media monitoring - Improving digital marketing campaign results and making recommendations using digital data

Pre and Co requisites: 5BUS1016 Digital Marketing in Practice, 4BUS1183 Digital Marketing Essentials

Assessment:

Exam	Coursework	Practical
%	50%	50%

Module Name: Agency Relations

Module Code: 6BUS1163

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. have an understanding of the organisational structure of a communications (advertising, PR, digital, new media, direct marketing, creative or branding) agency and undertake research into 'modern' agency structures; 2. gain insight into the management of client relationships; 3. be able to relate to the various roles and practices within an agency environment; Successful students will typically: 4. critically reflect upon their own learning and skills development and plan appropriate action; 5. evaluate the use of their skills in the workplace utilising a range of marketing communications frameworks; 6. critically analyse their findings through research into agency relationships and campaign management.

Module Content: This module will be focusing two main areas: - understanding the frameworks of working in an advertising and communications agency - preparing for employment within an agency environment The following areas will be covered throughout the module: - Overview of how Advertising and Communications agencies work - Organisational structure of an agency and exploring different departments within (creative, account management, media planning, production) - Short-term and long-term client relationships - How to secure an employment in an agency environment (gaining experience through internships, shadowing, graduate schemes) - Applications, interviews and portfolios - Progression opportunities UK and abroad - Our graduates will be able to consider multiple perspectives as they apply intellectual rigour and innovative thinking to the practical and theoretical challenges they face

Pre and Co requisites: 4bus1011 Introduction to Marketing Communications 5bus1063 Advertising Concepts and Campaigns 5bus1117 Creativity in Advertising 5bus1018 Public Relations Concepts and Campaigns

Assessment:

Exam	Coursework	Practical
%	70%	30%

Module Name: Advanced Management Accounting

Module Code: 6BUS1184

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 Name: Advanced Financial Reporting

Module Code: 6BUS1185

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 Name: Effective Governance

Module Code: 6BUS1187

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Critically analyse the purpose of corporate governance and the roles of its major players; 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; Successful students will typically: 5. Apply the principles of corporate governance to specific scenarios, particularly the failures of major enterprises; 6. Critically analyse recent developments in corporate governance regulations as a response to the factors which precipitated the change; 7. Critically research and evaluate topical events to assess whether or not further change to regulations is advisable.

Module Content: The module begins by establishing the importance of effective corporate governance, moves on to an examination of the current roles of the main parties involved and concludes with a look at how this area may develop in the future. The following is a list of indicative content: - Theories of corporate governance - Framework of corporate governance practice - Specific codes relating to UK reporting practice, eg uk code of corporate governance - UK and US comparison - voluntary and legislative approaches - Corporate governance in the major developing nations - Design of appropriate managerial awards programmes and their relating reporting issues - Risk management - Use of non-executive directors - Corporate social responsibility - Causes and consequences of the banking crisis 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 students ability to reflect and critically analyse theory and practice and to link the two.

Pre and Co requisites: Not applicable, but students taking Practice of Auditing must do Corporate Governance

Assessment:

Exam	Coursework	Practical
%	100%	%

Module Name: Analysis of Current Issues in Finance

Module Code: 6BUS1192

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-requisties; 5BUS1017 Quantitative Methods for Finance, 5BUS1059 Econometrics and 5BUS1155 Quantitative Analysis for Finance

Assessment:

Exam	Coursework	Practical
%	100%	%

Module Name: Corporate Financial Strategy

Module Code: 6BUS1193

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 Name: Financial Aspects of International Business

Module Code: 6BUS1194

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 Name: Behavioural Finance

Module Code: 6BUS1195

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 Name: Advanced Financial Decisions

Module Code: 6BUS1196

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 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; Successful students will typically: 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. Lectures will introduce the topics and students will be directed to two distinct aspects of work: theoretical literature and practical case examples. The seminars will mainly focus on practical aspects but students will be expected to undertake independent research on a theoretical issue of their choice which will be subject to an assessment task later in the module. Directed reading is a key part of this module.

Pre and Co requisites: Co-requisites: 5BUS1157 Corporate Finance; 5BUS1149 Business Finance 5BUS1046 Financial Management; 5BUS1094 Principles of Corporate Finance 5BUS1158

Assessment:

Exam	Coursework	Practical
60%	40%	%

Module Name: Public Finance

Module Code: 6BUS1198

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
50%	50%	%

Module Name: Economics of Strategy

Module Code: 6BUS1199

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 Name: Taxation

Module Code: 6BUS1202

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:

Assessment:

Exam	Coursework	Practical
100%	%	%

Module Name: Taxation

Module Code: 6BUS1202

Semester: B

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:

Assessment:

Exam	Coursework	Practical
100%	%	%

Module Name: Industrial Organisation

Module Code: 6BUS1203

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 module 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
50%	50%	%

Module Name: Emerging Issues in Accounting and Finance

Module Code: 6BUS1209

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 Name: Contemporary Issues in Ethics, Business and Sustainability

Module Code: 6BUS1210

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 Name: Tourism Planning

Module Code: 6BUS1212

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 Name: Strategic Business Management for the Tourism & Event Industry

Module Code: 6BUS1213

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 Name: Tour Operating (Mass Market & Niche)

Module Code: 6BUS1214

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 Name: Sporting Events & Sports Tourism

Module Code: 6BUS1215

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Examine the foundations and theories behind the concept of sport tourism and sporting events. 2. Analyse the Sports tourism and sporting events markets . 3. Explain developmental processes and issues around bidding, planning and staging sporting events and developing sports tourism. 4. Evaluate the sport tourist experience. Successful students will typically: 5. Critically evaluate the bidding, planning and staging processes of sports events and sports tourism. 6. Appraise strategies for tourism development through the use of sport and sporting events. 7. Critique concepts relating to the use of sport as a driver for tourism and events.

Module Content: The module will cover key topics within the area of sport tourism and sporting events. Students will be introduced to the foundation on the subject and the core concepts and theories associated with it. Furthermore, they will investigate drivers, motivations and the tourist sporting event market alongside the bidding, planning and staging processes associated with large scale sporting events and the sport tourism industry. Students will utilise case studies and examples of good practice to contextualise theories and concepts presented within the module. Topics covered may include: Introduction to sport tourism and events and the development of this tourism genre; The sports tourism and events market; The development process and the tourist experience; Space and planning within sports tourism and events; Sports events and the bidding process; Community, local and national support and resistance in this process; Citizen participation in Sport events planning; Sport for development and peace; and Evolutionary trends in sport tourism. Additionally, there may be a discussion of: Place, culture, environment, landscape, resources, impacts, and seasonality and their impact on sport tourism and the staging of sporting events.

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
%	70%	30%

Module Name: Contemporary Research Themes in Tourism Management

Module Code: 6BUS1216

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Determine contemporary themes in tourism management and analyse industry issues related to those themes. 2. Evaluate theoretical concepts and models that provide a critique of the chosen theme. 3. Recommend viable solutions to industry issues using theory and industry knowledge. Successful students will typically: 4. Research relevant academic books & journal articles and industry press to critique their chosen issue. 5. Deliver a research paper in a professional conference setting that provides viable solutions to current issues facing the tourism industry. 6. Successfully demonstrate graduate attributes. 7. Produce a journal article using relevant theory and tourism industry publications.

Module Content: The module will enable students to explore the relevance of current research publications in tourism and apply associated theories to issues confronting tourism managers in practice. A number of issues will be introduced in themed lectures and students will choose an issue to explore in more depth. Students are expected to draw on the whole range of knowledge and skills developed in their degree programme when reviewing research literature, and also demonstrate a range of graduate attributes through the assessment, especially the Research conference. Students will develop their understanding of how professional scholars apply theory to analyse the effects of issues facing the tourism industry. Through the use of case studies, students will begin to understand the interplay of theory and practice, in that practice informs theory, which in turn informs practice. They will research academic articles and case studies building on the themes introduced in the more formal lecture sessions. Students will produce an individual journal article that explores their chosen theme. Using research skills gained from their studies to date, students will collect and analyse secondary data on a contemporary tourism issue of their choice and consider responses from a 'real world' industry perspective. They will apply theoretical concepts and perspectives in evaluating these responses and will present their findings to an invited panel of industry guests and alumnus at a research conference. Successful students will use a wide range of graduate attributes during this module which will enable them to appreciate their readiness for life after graduation.

Pre and Co requisites: Prohibited combinations: 6BUS1095 Contemporary Issues in Human Resource Management, 6BUS1093 Contemporary Issues in Marketing, 6BUS1096 Contemporary Issues in Entrepreneurship, 6BUS1098 Contemporary Issues in Accounting & Finance, 6BUS1101 Contemporary Is

Assessment:

Exam	Coursework	Practical
%	70%	30%

Module Name: Destination & Visitor Attraction Management

Module Code: 6BUS1217

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 Name: Business Tourism & Events

Module Code: 6BUS1218

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 Name: Aviation & Airlines

Module Code: 6BUS1219

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 will 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 Name: Policy, Politics & Events

Module Code: 6BUS1220

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 Name: Contemporary Research Themes in Event Studies

Module Code: 6BUS1222

Semester: B

Credits: 15

Intended Learning Outcomes: Successful students will typically: 1. Apply theoretical frameworks that underpin research 2. Examine the different disciplines and critical lenses which can be applied to analyse contemporary events in different ways to further our understanding; 3. Critically analyse current issues and research themes within the events industry Successful students will typically: 4. Analyse events using different theoretical frameworks that underpin research and inform 5. Present both positive and negative aspects of a research theme or phenomenon and apply critical discourse to come to valid conclusions 6. Present their work and defend their findings through a professional research presentation

Module Content: This module deconstructs events and analyse them using different critical lenses such as sociology in order that we can investigate and better understand society (individuals and groups), cultures, and communities (Past, present, and future); and understand the role events might play in sociodemographic change. The module looks at existing, emerging trends, contemporary issues and areas of event research along with the creation of new knowledge in the field of event and festival management. The module investigates research areas such as; Defining Critical Event Studies (CES) #CritEvents, Events and Quality of Life (QOL), Community Festivals and Events, Events and mobility, Events as protests, Events and Urban Regeneration, Sustainability and events, Thanaevents, and thanaleisure, Events and Social Capital, Mass Media communication, globalisation and the Spectacle and Events. Typical research themes for events could include the following; • Defining Critical Event Studies (CES) #CritEvents • Events and Quality of Life (QOL) • Community Festivals and Events • Researching Events and Event Impacts • Events and sociodemographic change • Events and mobility • Events as protests • Events and Urban Regeneration • Sustainability and events • Thanaevents, and thanaleisure • Volunteerism / Altruism and Events • Commercialism and events • Events and Social Capital • Mass Media communication, globalisation and the Spectacle and Events • Professionalism in event management & professionalising the event Industry

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
%	705%	25%

Module Name: Contemporary Developments in HRD

Module Code: 6BUS1224

Semester: AB

Credits: 30

Intended Learning Outcomes: Successful students will typically: 1. Critically appraise key developments in the theory and practice of HRD, both within and beyond the organisational context. 2. Critically evaluate developments in theory and practice that influence the design, delivery and management of HRD to drive sustained business performance and anticipate future organisational needs. 3. Critically analyse the role and contribution of HRD theory and practice for individual, group and organisational learning. Successful students will typically: 4. Research key developments in theory and practice of HRD, both within and beyond the organisational context. 5. Work successfully in groups and individually to design, deliver and evaluate HRD interventions. 6. Apply the theory of HRD to practice for individual, group and organisational learning. 7. Apply the skills and competences of HRD practitioners in a professional manner. 8. Organise and present HRD information clearly and professionally.

Module Content: The module provides a contemporary, applied and critical approach to the study of HRD both within and beyond the organisational context. The module examines the roles and functions of HRD at individual, group and organisational levels. Practical activities enable students to develop professional skills for helping others learn and develop. It is appropriate for all students who anticipate being responsible for and are interested in the management and development of people at work whether in a specialist HR or general management role. Seminars Seminars require students to be active participants in the learning experience rather than passive recipients of information. Topics, pre-reading and questions will be available in advance of each session, students should attend prepared to engage their knowledge of the subject with the discussions and presentations that take place in the seminars. Some of these presentations will be led by students and external speakers from business, where available. Sessions are designed to maximise learning through research, practice and discussion. Based on a collaborative relationship between the tutor and the students, learning is enabled through individual and shared responsibilities. The tutor is responsible for enabling learning through the use of coaching and mentoring skills. Students are responsible for: attending all seminar sessions; preparing for seminars through detailed research; and for active participation during the seminar sessions, including research presentations led by students. Students and tutors work together to create a learning community with reflective learning and action as important elements. Thereby role modelling professional HRD practice. Students will be working in small discussion groups during seminar sessions. These groups are self selected by the students with a spirit of inclusivity. These groups will operate on the basis of a combination of tutor facilitation and self facilitation thereby developing a learning environment in which students can develop their HRD skills, competences and knowledge. Students will be expected to build their coursework over time, using seminar discussion and support to assist them.

Pre and Co requisites:

Academic Year 2020-2021

Assessment:

Exam	Coursework	Practical
40%	40%	20%

Module Name: Diversity and Equality at Work

Module Code: 6BUS1225

Semester: A

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 Name: Governance and Auditing

Module Code: 6BUS1227

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:

Assessment:

Exam	Coursework	Practical
60%	40%	%

Module Name: Advanced Techniques for Accounting

Module Code: 6BUS1235

Semester: A

Credits: 15

Intended Learning Outcomes: Successful students will typically:

1. Evaluate the expectations placed on professionals in the field of accounting, finance and audit.
2. Analyse their own areas of strengths and weaknesses within their own skills portfolio.
3. Organise and present material in a clear and lucid manner, both written and orally
4. Demonstrate the ability to operate effectively within a team / group environment
5. Carry out extensive and up-to-date research that is incorporated accurately using the Harvard referencing system
6. Obtain skills and strategies which will assist them both in further studies and to obtain and hold employment in the field of accounting.
7. Synthesise and critically evaluate relevant concepts, theories and models;

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 in practice including- accounting and relevant ethical frameworks- usefulness of accounting and the concept of profit - analysis of Financial Statements

Pre and Co requisites:

Assessment:

Exam	Coursework	Practical
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20%	80%	%
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Module Name: Digital Economy

Module Code: 6BUS1267

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%	%