



The [AACSB](#)-accredited Kingston Business School is an innovative, international and culturally diverse business school, focused on excellence in learning, teaching and research.

It offers a very extensive range of modules covering all the main subject areas such as: accounting, finance, business information technology, operations management, strategy, business, management, international business, digital business, leadership, human resource management, marketing and communications.

Level 4 modules introduce the foundations of business, including the environmental influences faced by organisations, and the key concepts of experience and service management. Students can learn about disruptive technologies and how they can be used to deliver digital enhanced solutions for all areas of business, as well as developing innovative ideas through business design thinking. These are ideal for those with no business/management background.

A wide variety of intermediate (level 5) and advanced (level 6) modules develop this initial study and focus upon particular subjects in much greater depth.

In this module guide, modules are categorised into the following broad subject areas:

- [Accounting and Finance](#)
- [Business Information Management](#)
- [Human Resources Management](#)
- [Marketing](#)
- [Strategy and Operations Management](#)

Updated April 2023/PJW

Entry requirements	GPA of 2.75 or above (out of 4.0) or equivalent.
Pre-requisites	<ul style="list-style-type: none"> • Level 4 modules are ideal for those with no business background. • A few level 5 modules assume no relevant background. • Generally, level 5 and 6 modules are progressively more advanced and will generally require more substantial previous study in the particular subject. The exact requirements are indicated in each module description below.
Taught at	Kingston Hill campus

Key to Module Descriptors	
Suitability of Module for Study Option ____	
1	Indicates module is suitable for students visiting KU on Study Option 1 (Whole Year)
2	Indicates module is suitable for students visiting KU on Study Option 2 (Autumn)
3	Indicates module is suitable for students visiting KU on Study Option 3 (Spring)

<p>Notes:</p> <ol style="list-style-type: none"> 1. All modules are at undergraduate level only. 2. Students enrolled on Study Option 1 are required to study the entire module over both semesters. 3. Whilst the University makes every effort to ensure that this information is correct at the time of updating (April 2023), it cannot accept responsibility for omissions or subsequent changes. Module availability and content may be subject to change, as part of the University’s policy of continuous improvement and development. 4. Details of assessment for students enrolled on either Study Option 2 or 3 where provided are indicative only and may also be subject to change as part of the above policy.
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➤ **Accounting and Finance**

MODULE CODE	TITLE	SUITABILITY		
LEVEL 4 – INTRODUCTORY				
BA4801	Financial Accounting	1	2	
LEVEL 5 - INTERMEDIATE				
BA5197	Business Law and Ethics	1	2	
BA5801	Business Accounting	1	2	3
BA5802	Financial Reporting	1	2	
BA5803	Management Accounting	1	2	
BA5804	Finance	1	2	
BA5805	Auditing	1	2	
BA5809	Financial Investment	1	2	
LEVEL 6 - ADVANCED				
BA6327	Financial Management	1	2	3
BA6508	Money, Banking, Financial Markets	1		3
BA6801	Theory and Practice of Financial Reporting	1	2	3
BA6802	Corporate Finance	1	2	
BA6803	Advanced Management Accounting	1	2	
BA6804	Theory and Practice of Taxation	1	2	3

➤ **Business Information Management**

MODULE CODE	TITLE	SUITABILITY		
LEVEL 4 – INTRODUCTORY				
BB4205	Data and Digital in Business	1	2	
LEVEL 5 – INTERMEDIATE				
BB5106	Building Digital Systems	1	2	
BB5109	Contemporary Project Management	1	2	
BB5110	Rapid App Development for Business	1		3
BB5111	Developing Web Applications for Business	1	2	
BB5112	Business Decision Modelling	1		3
BB5113	Data Analytics for Business	1	2	

➤ **Human Resources Management (HRM)**

MODULE CODE	TITLE	SUITABILITY		
LEVEL 4 – INTRODUCTORY				
BH4104	Service Mindset in Business Relationships	1	2	3
LEVEL 5 – INTERMEDIATE				
BH5101	Human Resource Management	1	2	3
BH5102	HRM in an International Context	1	2	3
LEVEL 6 – ADVANCED				
BH6101	Leading Change	1	2	
BH6003	Employee Relations	1	2	3
BH6006	Organisational Learning and Development	1	2	
BH6017	Psychology for Business and Management	1	2	3

➤ **Marketing**

MODULE CODE	TITLE	SUITABILITY		
LEVEL 4 – INTRODUCTORY				
BS4207	Global Business Environment	1	2	3
LEVEL 5 – INTERMEDIATE				
BM5209	Marketing Simulation	1		3
BM5210	Professional Selling	1	2	
BM5211	CSR in Marketing	1		3
BM5701	Marketing Insights	1	2	
BM5702	Marketing Metrics	1		3
BM5704	Marketing Communications and Advertising	1	2	
LEVEL 6 – ADVANCED				
BM6603	Marketing Communications	1	2	
BM6611	Managing Brands	1	2	

➤ **Strategy and Operations Management**

MODULE CODE	TITLE	SUITABILITY		
LEVEL 4 – INTRODUCTORY				
BS4202	Organisations and Entrepreneurship	1	2	3
BS4206	Design Thinking 1	1	2	
LEVEL 5 – INTERMEDIATE				
BO5203	International Business Operations	1	2	3
BS5201	Culture and International Business	1	2	3
BO5204	Global Operations	1		3
BS5202	Entrepreneurship	1	2	3
LEVEL 6 – ADVANCED				
BO6032	Service Operations Management	1	2	3

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

Business Modules for Visiting Students 2023/24

BO6203	International Business Operations	1	2	
BS6201	Strategic Management	1	2	
BS6202	International Business Practice	1	2	
BS6701	Innovation	1	2	3

LEVEL 4 – INTRODUCTORY – ACCOUNTING AND FINANCE

Module Code	BA4801
Module Title	Financial Accounting
Level	4
Prerequisites	None
Credits	<ul style="list-style-type: none"> • Full Year: 8 (US) 15 (ECTS) • Single Semester: 4 (US) 7.5 (ECTS)
Suitability	<ul style="list-style-type: none"> • Open to Study Abroad/International Exchange students for Study Options 1 or 2 • Not open to Erasmus students as level 4
Content	<p>This module is designed to provide an introduction to financial accounting. The purpose and importance of financial accounting will be explained and students will learn how to produce financial statements from the original source documents through the recording of transactions to the final production of a profit and loss account and balance sheet for a non-complex business.</p> <p>The module will also explicate the subjective nature of financial accounting with its need for professional judgement and students will be introduced to the concepts and principles that underlie financial accounting and reporting. Students will also gain practical experience of inputting data into Sage and/or Xero accounting software and using spreadsheets to prepare financial information.</p> <p>Topics covered include:</p> <ul style="list-style-type: none"> • The purpose of financial accounting, users and uses of financial statements, different types of business organisations • Accounting concepts, the accounting equation, principles of double-entry bookkeeping, the conceptual framework • The regulatory framework, regulatory bodies, accounting standards, legal requirements • Double-entry bookkeeping, recording transactions, depreciation, bad and doubtful debts, control accounts, suspense accounts, valuation of stocks and stock accounts, extended trial balance • Financial statements: balance sheet and profit and loss account for: sole traders, partnerships, limited companies. • The role of computers in accounting: advantages of computer systems, main factors to be considered in the design, operation and management of computer systems, limitations of computer systems • The different accounting roles in business: financial accountant, management accountant, external and internal auditor, tax accountant and forensic accountant.

Study Option 1 = Whole Year
 Study Option 2 = Autumn
 Study Option 3 = Spring

<p>Content continued</p>	<ul style="list-style-type: none"> ➤ Autumn Semester: <ul style="list-style-type: none"> ❖ <i>Understanding & Applying the Double Entry System</i> <ul style="list-style-type: none"> • Introduction to financial accounting and the financial statements • Transactions and bookkeeping • Balancing the accounts and preparing the trial balance and financial statements ❖ <i>Building a Framework for Financial Accounting</i> <ul style="list-style-type: none"> • Use of spreadsheets and computerized packages ❖ <i>Application of Accounting Concepts and Principles</i> <ul style="list-style-type: none"> • Fixed (Non-current) assets and depreciation • Fixed (Non-current) Assets and Disposals • Bad (irrecoverable) and doubtful debts • Accruals and prepayments • Post trial balance adjustments ➤ Spring Semester: <ul style="list-style-type: none"> ❖ <i>Application of Accounting Concepts and Principles</i> <ul style="list-style-type: none"> • Valuation of Stocks (Inventories) ❖ <i>Controlling for Errors</i> <ul style="list-style-type: none"> • Day books and control accounts • Trial balance errors and suspense accounts ❖ <i>Accounting for other entities</i> <ul style="list-style-type: none"> • Partnership accounting • The nature of limited companies and their capital • Financial statements of limited companies
<p>Teaching</p>	<p>2-hour lecture and 2-hour tutorial weekly</p>
<p>Assessment</p>	<p>Study Option 1:</p> <ul style="list-style-type: none"> • Two in-class-online assessments (30%) • online quizzes (10%) • Three-hour exam in spring semester (60%)

	Study Option 2: <ul style="list-style-type: none">• Short Exam (100%)
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LEVEL 5 – INTERMEDIATE – ACCOUNTING AND FINANCE

Module Code	BA5197
Module Title	Business Law and Ethics
Level	5
Prerequisites	None
Credits	4 (US) 7.5 (ECTS)
Suitability	<ul style="list-style-type: none"> • This module runs entirely in the Autumn semester • Study Options 1 or 2
Content	<p>This module is designed to provide students with a general understanding of the English legal system and a more advanced understanding of the principal areas of law that may be encountered in business or professional practice and which are of concern to accounting and finance professionals, focussing on civil and criminal consequences for these professionals. The module commences with a focus on sources of law and the court system in England and Wales, before considering the areas of contract, agency and tort law, which underline business transactions. This module will then examine unethical and criminal behaviour relevant to accountants or business in practice, including ethical behaviour, fraud, bribery and anti-money laundering.</p> <p>Topics:</p> <ul style="list-style-type: none"> • The legal environment: what is law and sources of law • Contract law: contract formation, content of contracts, the terms of a contract, vitiating factors, discharge of a contract and remedies • Agency Law • Tort Law: tort of negligence and product liability • Identify instances and consequences of fraud, bribery and money laundering • Recognise the relationship between legal principles and ethical codes and developing an understanding of business ethics • Identify the requirements of the Data protection Act 2018
Teaching	3-hour weekly classes
Assessment	<ul style="list-style-type: none"> • Narrative submission (1,500 words) (40%) • Narrative submission (2,500 words) (60%)
Last updated	12/04/23 PJW

Module Code	BA5801
Module Title	Business Accounting
Level	5
Prerequisites	None
Credits	<ul style="list-style-type: none"> • Full Year: 8 (US) 15 (ECTS) • Single Semester: 4 (US) 7.5 (ECTS)
Suitability	<ul style="list-style-type: none"> • Study Options 1 or 2 or 3 • Cannot be taken with BA5803 or BA6803
Content	<p>This module introduces managing financial resources in a business context. The module emphasises the understanding and interpretation of financial information rather than the construction of financial data. It provides you with the analytical skills of how the financial statements of public listed companies can be analysed. This module also considers the fundamental concepts of management accounting and builds on them to provide you with an explanation of the diagnostic skills necessary to make many short, medium and long term operating decisions within an organisation. Numerical aspects are balanced by the need to understand the usefulness of the information to users.</p> <p>Overall Topics:</p> <ul style="list-style-type: none"> • Purpose of accounting; users of financial information and their needs • Shareholder value and corporate governance • Main accounting principles • Interpreting financial statements using financial ratios • Manufacturing accounting systems and control • Accounting and operational decisions • Accounting and human resource decisions • Overhead allocation • Capital investment decisions • Divisional performance • Budgeting • Strategic management accounting <p>➤ Autumn Semester Topics:</p> <ul style="list-style-type: none"> • Accounting assumptions and characteristics • Processing financial data • Adjusting and summarising data • Analysing company reports

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

	<ul style="list-style-type: none"> Business entities and users of financial statements <p>Spring Semester Topics:</p> <ul style="list-style-type: none"> Introduction to management accounting Absorption costing Break-even and cost-volume-profit analysis Standard costing and variance analysis Cash flow forecast / budget and Flexible budget
Teaching	Lectures and practical workshops
Assessment	<p>Study Option 1:</p> <ul style="list-style-type: none"> Two in-class MCQ tests (30 questions, each test 45 mins' duration – 20% each (40%)) Three-hour unseen exam (60%)
	<p>Study Option 2:</p> <ul style="list-style-type: none"> In-class multiple choice test
	<p>Study Option 3:</p> <ul style="list-style-type: none"> TBC
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Module Code	BA5802
Module Title	Financial Reporting
Level	5
Prerequisites	Prior study of financial accounting such as BA4801 or similar.
Credits	<ul style="list-style-type: none"> Full Year: 8 (US) 15 (ECTS) Single Semester: 4 (US) 7.5 (ECTS)
Suitability	<ul style="list-style-type: none"> Study Options 1 or 2

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

<p>Content</p>	<p>This module focuses on the financial reporting requirements of companies and builds on concepts already studied in BA4801, the introductory financial accounting module.</p> <p>In this module students will consider the concepts and principles that govern the practices of financial accounting, and examine their application through a variety of financial reporting standards across a number of different accounting areas, from non-current assets to contingent liabilities, from statement of cash flows to taxation.</p> <p>Topics:</p> <ul style="list-style-type: none"> • The regulatory frameworks: regulatory bodies, types of regulation and guidance, standard setting process. • Company financial statements and their elements: statement of financial position, comprehensive income statement, statement of changes in equity, cash flow statements • Share capital, reserves and distributable profits • Specific accounting areas and international standards: tangible and intangible assets, including impairment; inventories and long-term contracts; leased assets; provisions, contingent liabilities and contingent assets; taxation • Reporting financial performance: discontinued operations, separate disclosure of material items, earnings per share, events after the balance sheet date • Analysis and interpretation of financial position, performance, cash flows and risk; limitations of financial statements; ratio analysis; limitations of interpretation techniques <p>➤ Autumn Topics:</p> <p>❖ <i>Introduction to Financial Reporting</i></p> <ul style="list-style-type: none"> • Introduction to Financial Reporting and Recap Financial Accounting • Presentation of Financial Statements <p>❖ <i>Financial Statement Analysis</i></p> <ul style="list-style-type: none"> • Financial Statement analysis <p>❖ <i>Regulatory and Conceptual Frameworks</i></p> <ul style="list-style-type: none"> • Purpose of Financial Reporting & Developing • Regulatory and Conceptual Frameworks <p>❖ <i>Preparing Financial Statements – the Standards</i></p> <ul style="list-style-type: none"> • Reporting Financial Performance • Property, Plant & Equipment (PPE) <p>➤ Spring Topics:</p>
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	<p>❖ Preparing Financial Statements – the Standards</p> <ul style="list-style-type: none"> • Intangible Assets • Leases • Provisions & Contingencies, and Events after the Reporting Period • Current & Deferred Taxation • SPKL & SFP Technique & Practice • Statement of Cash Flows (SCF) • SCF Technique & Practice
Teaching	Three-hour class weekly, split into lectures and tutorials
Assessment	<p>Study Option 1:</p> <ul style="list-style-type: none"> • Ratio analysis group report (1,500 words max) (15%) • Online quizzes (5%) • Presentation (10%) • Examination – 3 hours (70%)
	<p>Study Option 2:</p> <ul style="list-style-type: none"> • Individual written report – 1000 words • Group ratio analysis report
Last updated	12/04/23 PJW

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Module Code	BA5803
Module Title	Management Accounting
Level	5
Prerequisites	None
Credits	<ul style="list-style-type: none"> • Full Year: 8 (US) 15 (ECTS) • Single Semester: 4 (US) 7.5 (ECTS)
Suitability	<ul style="list-style-type: none"> • Study Options 1 or 2 • Cannot be taken with BA5801 or BA6803

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

<p>Content</p>	<p>This module introduces students to management accounting and develops their knowledge and understanding of management accounting techniques to support management in planning, controlling and monitoring performance in a variety of business contexts.</p> <p>Overall topics:</p> <ul style="list-style-type: none"> • The nature, source and purpose of management information: accounting for management; sources of data; cost classification; and presenting information. • Cost accounting techniques: accounting for material, labour and overheads; absorption and marginal costing; cost accounting methods; alternative cost accounting principles. • Decision making techniques: Cost-Volume-Profit and Break-even analysis; relative costing; capital investment appraisal. • Budgeting: nature and purpose of budgeting; statistical techniques; budget preparation; flexible budgets; capital budgeting and discounted cash flow; budgetary control and reporting; behavioural aspects of budgeting. • Standard costing: standard costing system; variance calculations and analysis; reconciliation of budgeted and actual profit. • Performance measurement: performance measurement overview; performance measurement application; cost reductions and value enhancement; monitoring performance and reporting. <p>➤ Autumn Semester (indicative):</p> <ul style="list-style-type: none"> ❖ Costs & Cost Accounting <ul style="list-style-type: none"> • Introduction to Management Accounting & Cost Classifications • Absorption Costing (Job Order Costing) & CIMA visit • Absorption Costing (Process Costing) • Activity Based Costing ❖ Budgeting - Planning & Control <ul style="list-style-type: none"> • Standard Costs and Variance Analysis • Budgeting & Planning <p>➤ Spring Semester:</p> <ul style="list-style-type: none"> ❖ Decision Making Techniques <ul style="list-style-type: none"> • Marginal Costing (versus absorption costing) & Decision Making • CVP & Breakeven Analysis • Relevant Costs in Decision Making • Limiting Factors
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	<ul style="list-style-type: none"> • Capital Investment Appraisal <p>❖ Introduction to Performance Measurement</p>
Teaching	Lectures and practical workshops
Assessment	<p>Study Option 1:</p> <ul style="list-style-type: none"> • Individual assignment on budgeting -1,500 words (30%) • Examination – 3 hours (70%)
	<p>Study Option 2:</p> <ul style="list-style-type: none"> • 1,000-word individual report (50%) • MCQ test (50%)
Last updated	12/04/23 PJW

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Module Code	BA5804
Module Title	Finance
Level	5
Prerequisites	None
Credits	<ul style="list-style-type: none"> • Full Year: 8 (US) 15 (ECTS) • Single Semester: 4 (US) 7.5 (ECTS)
Suitability	<ul style="list-style-type: none"> • Study Options 1 or 2 • Cannot be taken with BA6327 or BA6802
Content	<p>This module provides an introduction to the theory and practice of corporate finance. It starts with an introduction to the financial world before moving on to an examination of a full range of financial (debt and equity) products.</p> <p>Overall Topics (Indicative):</p> <ul style="list-style-type: none"> • An introduction to corporate finance and financial markets • The sources of finance: equity and debt capital • Determining working capital; needs and funding strategies • Management of inventories, accounts receivable, accounts payable and cash • Specific investment decisions: lease or buy, asset replacement, capital rationing • Management buyouts, private equity and venture capital • The stockmarket

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

	<ul style="list-style-type: none"> • Share valuation techniques • Efficient markets theory • Mergers, takeovers and acquisitions • Investment appraisal techniques • Allowing for inflation and taxation • Adjusting for risk and uncertainty • Introduction to capital structure theory • Weighted average cost of capital • Financial management objectives and relationship with corporate strategy • International financial management <p>➤ Autumn Semester:</p> <ul style="list-style-type: none"> • Introduction – The Corporation • Introduction to Financial Statements • Financial Decision Making • Time Value of Money • Interest Rates • Bond Markets & Valuing Bonds • Investment Decision Rules • Investment Appraisal <p>➤ Spring Semester:</p> <ul style="list-style-type: none"> • Stock markets & Valuing Stocks • Fundamentals of Capital Budgeting • Capital Markets & Pricing of Risk • Optimal Portfolio Choice - Capital Asset Pricing Model • Risk & Risk Management – Video - Discussion
Teaching	Lectures and practical workshops
Assessment	<p>Study Option 1:</p> <ul style="list-style-type: none"> • Financial analysis (2,000 words) (20%) • Mock recruitment activity: presentation, an interview and group assignment (10%) • Three-hour exam (70%)
	<p>Study Option 2:</p> <ul style="list-style-type: none"> • Financial analysis (2,000 words)
Last updated	12/04/23 PJW

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Module Code	BA5805
Module Title	Auditing
Level	5
Prerequisites	Completion of introductory level module in financial accounting such as BA4801 or equivalent.
Credits	<ul style="list-style-type: none"> • Full Year: 8 (US) 15 (ECTS) • Single Semester: 4 (US) 7.5 (ECTS)
Suitability	<ul style="list-style-type: none"> • Study Options 1 or 2
Content	<p>Students studying this module will develop an understanding of the operational, practical and theoretical issues in auditing. Students will develop an awareness of the audit process, its limitations and the influence of regulation on audits. In order to balance theory with practice, the module will cover relevant International Standards on Auditing and relevant statutes like the Companies Acts, Fraud Act, Money Laundering Act and Bribery Act. Case law in so far as it affects auditing practices will also be discussed. Ethics, corporate governance, environmental and social issues, fair values and information technology will also form part of the course curriculum.</p> <p>Overall Topics:</p> <ul style="list-style-type: none"> • The professional practice – Role and context of modern auditing, ethics and governance, • The modern audit process – Planning and risk assessment, audit evidence and audit completion (Review and reporting) • Other services – Assurance and related services, environmental and social auditing, internal auditing. • Audit issues – Fraud and auditor liability, auditing fair values. • Business scenarios – Small company audits, insolvency. <p>➤ Autumn Semester (indicative):</p> <p>❖ <i>Introduction, Ethics, Corporate Governance and Audit Regulation</i></p> <ul style="list-style-type: none"> • The concepts of auditing • Auditor Independence and Audit Regulation. The audit simulation (part a: Audit Regulation & Corporate Governance) • Auditor Independence and Audit Regulation. The audit simulation (part b: Auditor Independence & Professional Ethics) <p>❖ <i>Risk, Planning, Evidence and Systems</i></p>

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

	<ul style="list-style-type: none"> • Audit Risks, Screening and Planning • Audit Evidence • Control Systems • Systems Testing and Evaluation <p>❖ Testing, Sampling and Materiality</p> <ul style="list-style-type: none"> • Substantive Testing, CAATs, Sampling and Materiality (part a: Substantive Testing / CAATs) • Substantive Testing, CAATs, Sampling and Materiality (part b: Sampling) • Substantive Testing, CAATs, Sampling and Materiality (part c: Materiality) <p>➤ Spring Semester:</p> <p>❖ Final Work</p> <ul style="list-style-type: none"> • Final Work - Analytical Review – non-current assets and trade receivables • Final Work - inventories, construction contracts, trade payables • Final Review - post-balance sheet period, provisions, contingencies and letter of representation <p>❖ Assurance Engagements and the Audit Report</p> <ul style="list-style-type: none"> • Assurance Engagement and Internal Audit • Audit Report <p>❖ Fraud, Going Concern and Audit Quality</p> <ul style="list-style-type: none"> • Fraud & Going Concern • The Audit Expectation Gap and Audit Quality • Auditor Liability
Teaching	Weekly three-hour Lectures and practical workshops
Assessment	<p>Study Option 1:</p> <ul style="list-style-type: none"> • Assignment 1 – Report (1,000-1,200 words) (15%) • Assignment 2 – Essay (1,000-1,200 words) (15%) • Three-hour written exam (70%) <p>Study Option 2:</p> <ul style="list-style-type: none"> • 2 short essays 1,000-1,200 words each (100%)
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Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

Module Code	BA5809
Module Title	Financial Investment
Level	5
Prerequisites	None
Credits	4 (US) 7.5 (ECTS)
Suitability	<ul style="list-style-type: none"> • This module runs in the Autumn semester only. • Study Options 1 or 2
Content	<p>This module is designed to provide students with a broad understanding of the field of investment. The main topics covered include: the UK stock market, stock valuation, investment strategies for equities, financial derivatives, portfolio diversification, optimal portfolio construction and financial risk management. Students will use the dedicated Bloomberg dealing room and software packages to access real-time financial data.</p> <p>Topics:</p> <ul style="list-style-type: none"> • An introduction to global financial markets • Inflation and the global monetary system • The sources of corporate finance: equity and debt capital • The UK stock market • Investment and investment management process • Stock valuation – traditional approaches vs earnings multiples • Overview of asset classes and financial instruments • Basic types of derivative securities, such as calls puts • Passive investment strategies, e.g. ETFs and index trackers • Active investment strategies, e.g. statistical arbitrage
Teaching	Eight 3-hour lectures and three 3-hour computer lab sessions
Assessment	<ul style="list-style-type: none"> • Individual coursework (60%) • Bloomberg market concept (BMC) (10%) • Group coursework (2,500 words) (30%)
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LEVEL 6 – ADVANCED - ACCOUNTING AND FINANCE

Module Code	BA6327
Module Title	Financial Management
Level	6
Prerequisites	Prior study of accounting and statistics essential
Credits	<ul style="list-style-type: none"> • Full Year (US) 15 (ECTS) • Single Semester: 4 (US) 7.5 (ECTS)
Suitability	<ul style="list-style-type: none"> • Study Options 1 or 2 or 3 • Cannot be taken with BA5804 or BA6802
Content	<p>Working knowledge of finance by managers is a prerequisite for commercial viability of any enterprise. The offering of this course responds to the demand from potential employers for practically-oriented education in financial management, underscored by the current stresses in financial and credit markets.</p> <p>The course is designed to equip non-specialist students with knowledge of business finance required for making informed business decisions in a management-related career.</p> <p>The course explains the firm’s goal of value maximisation and looks at how the firm can make investment and financing decisions that add value. It also considers competing sources of finance available to firms and the main features of capital markets, with particular emphasis on the private sector of the UK economy.</p> <p>Topics covered include:</p> <ul style="list-style-type: none"> • Objectives of the firm and the role of financial manager; financial management and the financial environment • Elementary financial mathematics and the time value of money • Non-discounting methods of investment appraisal • Discounted cash flow methods of investment appraisal • Practical aspects of investment appraisal • Risk in investment appraisal • Pricing of securities and an introduction to portfolio theory • CAPM and the role of the beta-factor • Sources of long-term finance • Stock markets and capital market efficiency • The valuation model and costs of capital estimations • Weighted average cost of capital (WACC)

Study Option 1 = Whole Year
 Study Option 2 = Autumn
 Study Option 3 = Spring

	<ul style="list-style-type: none"> • Gearing and the cost of capital • Dividend decision <p>➤ Autumn Semester: <i>Equity Finance, Debt Finance, Financial Theories</i></p> <p>❖ <i>Equity Finance</i></p> <ul style="list-style-type: none"> • Introduction to Finance and Corporate Finance • Long-term financing: equity • Share valuation techniques <p>❖ <i>Debt Finance</i></p> <ul style="list-style-type: none"> • Long-term financing: debt • Bond valuation techniques <p>❖ <i>Financial Theories:</i></p> <ul style="list-style-type: none"> • Capital structure and dividend policy • Efficient market hypothesis <p>Spring Semester: <i>Investment Appraisal, Risk & Return; Managing for Value</i></p> <p>❖ <i>Investment Appraisal</i></p> <ul style="list-style-type: none"> • Project Appraisal - Net Present Value and Internal Rate of Return • Project appraisal: Payback Period (PP) and Accounting Rate of Return (ARR) • The decision-making process for investment appraisal • Project appraisal: Cash Flow and Applications <p>❖ <i>Risk and Return</i></p> <ul style="list-style-type: none"> • Project appraisal: Capital rationing, taxation and inflation • Risk and Project appraisal - Sensitivity and Scenario Analysis • Risk and Project appraisal - Probability Analysis • Portfolio Theory • The Capital Asset Pricing Model (CAPM) <p>❖ <i>Managing for Value</i></p> <ul style="list-style-type: none"> • Mergers and Acquisitions
Teaching	Weekly one-hour lecture and two-hour workshops

Assessment	<p>Study Option 1:</p> <ul style="list-style-type: none"> • In-class test – 1 hour (15%) • Group assignment -2000 words (15%) • 2-hour online exam (70%)
	<p>Study Option 2:</p> <ul style="list-style-type: none"> • In class test (100%)
	<p>Study Option 3:</p> <ul style="list-style-type: none"> • Group assignment -2000 words (100%)
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Module Code	BA6508
Module Title	Money, Banking and Financial Markets
Level	6
Prerequisites	Prior study of finance
Credits	4 (US) 7.5 (ECTS)
Suitability	<ul style="list-style-type: none"> • This module runs entirely in the Spring semester • Study Options 1 or 3
Content	<p>This module is for those students who want to develop their knowledge of finance into the areas of banking and financial markets. The module is concerned with the principles of management and strategic management and their applications to the financial services sector, including the banking, insurance, and securities sectors and financial markets and systems, all of which are essential to the functioning of modern economies. Although the module is about financial systems in general, there will be frequent reference to contemporary issues and problems, and to their historical antecedents. The approach will incorporate a blend of</p>

	<p>published economic and financial data, and as far as possible, international comparisons.</p> <p>Topics:</p> <ul style="list-style-type: none"> • Financial markets and institutions: Participants and institutions involved in financial markets, such as banks, insurance and securities companies; Securities traded in these markets • Banking industry: types of banks; the business of banking; competition and bank consolidation; financial innovation • Banking Industry and the Management of Financial Institution • The Risk and Term Structure of Interest rates • The stock Market, the Theory of Rational Expectations, and the Efficient Market Hypothesis • Theories and principles associated with international financial markets, exchange rate markets and institutions.
Teaching	weekly 3-hour workshops
Assessment	<ul style="list-style-type: none"> • In-class MCQ test – 2 hours (40%) • 2,500-word report (60%)
Last updated	12/04/23 PJW

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Module Code	BA6801
Module Title	Theory and Practice of Financial Reporting
Level	6
Prerequisites	Prior study of financial accounting/reporting such as BA4801 and BA5802 or similar.
Credits	<ul style="list-style-type: none"> • Full Year: 8 (US) 15 (ECTS) • Single Semester: 4 (US) 7.5 (ECTS)
Suitability	Study Options 1 or 2 or 3
Content	<p>This module is designed to create a greater understanding of the theoretical issues that underpin financial accounting and to enable students to apply these theoretical considerations to practical situations. The module will help students to develop their numerical fluency and technical expertise in financial reporting and enable them to develop an awareness of significant events and current issues concerning financial reporting.</p>

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

Topics:

- Business combinations: acquisition and equity accounting for groups - subsidiaries, associates and joint ventures; accounting concepts and theory;
- Accounting for foreign currency transactions and translation of non-domestic operations
- Alternative theoretical models of accounting: capital maintenance models, historic cost accounting, current purchasing power accounting, current cost accounting, economic income
- Alternative models of accounting: accounting for social and environmental issues.
- Corporate governance and the need for regulation; International convergence and harmonisation;
- Contemporary financial reporting issues and regulations
- Professional ethics and conduct

➤ **Autumn Semester:**

❖ ***Alternative Models***

- Social and Environmental Reporting
- Alternative approaches to revenue recognition 1: CPP & NRV accounting and an introduction to CCA
- Alternative approaches to revenue recognition 2: CCA
- Alternative approaches to revenue recognition 3: Economic income
- Experts' Masterclasses – what to expect
- Experts & Novices

❖ ***Accountability:***

- Professional ethics & conduct: UK; accountability; financial reporting role within corporate governance; elements of accountability. IFAC Code, areas of concern, 5 main principles, threats & safeguards.
- Corporate governance; regulation and harmonisation; accountability; corporate governance reports; arguments for and against regulation; financial reporting role within corporate governance; global harmonization.

❖ ***Contemporary Issues:***

- Accounting theories

➤ **Spring Semester:**

❖ ***Accounting for Groups & forex***

	<ul style="list-style-type: none"> • Business combinations 1: Definitions, group structures, control and ownership, concepts of single entity and substance over form; goodwill, non-controlling interests, fair values • Business combinations 2: Consolidated statement of financial position (CSFP); pre & post acquisition retained earnings; inter-group items; unrealised profits • Business combinations 3: Consolidated income statement (CIS); Intercompany-items, dividends, mid-year acquisitions, CSCE • Business combinations 4: Presentation of investment, associate and joint ventures. Equity method of accounting; International Accounting Standards and groups. • Forex 1 Functional and presentational currencies; transactions & translations, treatment of exchange differences in statutory accounts • Forex 2 Translation of overseas subsidiaries • Forex 3 Translate and combine (mock paper)
Teaching	Weekly lectures and tutorials
Assessment	<p>Study Option 1:</p> <ul style="list-style-type: none"> • 3-hour exam – three questions (70%) • In class research, teaching and learning activity: Experts and Novices Project (20%) • Two in-class quizzes & one online quiz (10%) <p>Study Option 2:</p> <ul style="list-style-type: none"> • Exam (100%) <p>Study Option 3:</p> <ul style="list-style-type: none"> • Exam (85%) • Experts and Novices Activity participation (5%) • In-class MCQ test (10%)
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Module Code	BA6802
Module Title	Corporate Finance
Level	6
Prerequisites	Completion of module in finance such as BA5804 or equivalent
Credits	<ul style="list-style-type: none"> • Full Year: 8 (US) 15 (ECTS) • Single Semester: 4 (US) 7.5 (ECTS)

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

<p>Suitability</p>	<ul style="list-style-type: none"> • Study Options 1 or 2. • Cannot be taken with BA5804 or BA6327
<p>Content</p>	<p>The importance of companies in economic, social and personal life is indisputable and whatever role students will have in a company it is important to understand the nature of its economic decisions.</p> <p>This module builds on the foundations of BA5804 Finance to provide a comprehensive and thorough study of contemporary corporate finance. It incorporates the most recent theoretical and empirical developments in corporate finance and explores the traditional theoretical principles in force alongside the most recent developments. Students will be expected to get involved in discussions and debates of theoretical issues and their application in corporate life and they will be encouraged to develop and adopt a critical approach.</p> <p>Topics covered include:</p> <ul style="list-style-type: none"> • Information and agency theory • Capital asset pricing model: de-gearing and re-gearing beta; the arbitrage pricing model Business valuations: <ul style="list-style-type: none"> • Valuation theory/tools/techniques of financial assets • Sources of finance: cost of debt (long-term and medium-term debt instruments, short-term debt) • Theory of capital structure: Modigliani and Miller with and without taxes; adjusted present value model • Share valuation • Dividend policy and distribution decisions: theories of dividends, share buy- • Estimating the overall cost of capital • Impact of cost of capital on investments • Risk management • Options and derivatives • Internal sources of finance and dividend policy • Initial public offerings (IPOs) ➤ Autumn Semester (indicative): <ul style="list-style-type: none"> • Introduction – The Big Picture • Valuation: Stocks • Valuation: Bonds • Capital Markets and pricing of risk • Optimal portfolio choice and CAPM • Estimating Cost of Capital • Investor behaviour and market efficiency • Mergers and Acquisitions • Corporate Governance

	<p>➤ Spring Semester:</p> <ul style="list-style-type: none"> • Short term Financing – Working Capital • Long term Financing – Equity and Debt financing • Payout Policy • Capital Structure • Financial Distress, Managerial incentive and Information • Financial Options • Option Valuation
Teaching	Weekly one-hour lectures and two-hour seminars
Assessment	<p>Study Option 1:</p> <ul style="list-style-type: none"> • Individual case study report 2,000 words (30%) • Group presentation (10%) • Closed-book exam (60%)
	<p>Study Option 2:</p> <ul style="list-style-type: none"> • Portfolio analysis -2000-word report (70%) • Group presentation (30%)
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Module Code	BA6803
Module Title	Advanced Management Accounting
Level	6
Prerequisites	Completion of module in management accounting such as BA5803 or similar
Credits	<ul style="list-style-type: none"> • Full Year: 8 (US) 15 (ECTS) • Single Semester: 4 (US) 7.5 (ECTS)
Suitability	<ul style="list-style-type: none"> • Study Options 1 or 2 • Cannot be taken with BA5801 or BA5803

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

<p>Content</p>	<p>This module is designed to give undergraduate accounting students an advanced course exploring the provision and use of accounting information in internal management decision making.</p> <p>Students will be involved in an active learning approach and will be expected to do the following: reflect on the purposes and uses of management accounting information, evaluate case study scenarios, discuss theoretical accounting concepts and utilise a range of practical techniques to solve advanced management accounting issues.</p> <p>Topics covered include:</p> <ul style="list-style-type: none"> • The design and use of strategically-relevant management accounting information to support strategic planning processes • Variance analysis: a critique • Issues and controversies in budgeting • Social, environmental and behavioural issues in management accounting • The role of management accounting information systems within business enterprises • Assessing divisional performance • The theory and practice of transfer pricing • The role of information technology within the provision and use of management accounting information <p>➤ Autumn semester:</p> <ul style="list-style-type: none"> • Cost accounting introduction; traditional and advanced costing methods • Pricing decisions • Advanced costing methods • Capital budgeting – investment appraisal • Short term reporting, risk and uncertainty • Divisional performance measurement and transfer pricing • Value-based management and strategic management accounting <p>➤ Spring semester:</p> <ul style="list-style-type: none"> • Budgeting • Business process management towards lean operation • Budgeting and standard costing • Variance analysis • Flexible budget and variance analysis • Performance management, management control and corporate governance • Performance measurement in profit making and not-for-profit organisations
<p>Teaching</p>	<p>Weekly 1.5-hour lectures and 1.5-hour workshops.</p>

Assessment	<p>Study Option 1:</p> <ul style="list-style-type: none"> • Individual case study 1,500 words (30%) • Exam (70%)
	<p>Study Option 2</p> <ul style="list-style-type: none"> • Individual report -1,500 words (100%)
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Module Code	BA6804
Module Title	Theory and Practice of Taxation
Level	6
Prerequisites	Prior study of financial/business/management accounting at university level
Credits	<ul style="list-style-type: none"> • Full Year: 8 (US) 15 (ECTS) • Single Semester: 4 (US) 7.5 (ECTS)
Suitability	Study Options 1 or 2 or 3
Content	<p>Students studying this module will develop an understanding of the operational, practical and theoretical issues in personal and business taxation. Students will develop skills of analysis and interpretation of information and communication of recommendations in a professional manner appropriate to the intended audience e.g. clients and the HMRC.</p> <p>Topics covered include:</p> <ul style="list-style-type: none"> • The reasons for taxation and the main sources of UK tax revenue • The tax professional, ethical code of practice. • Revenue law statutes and cases, extra-statutory concessions and revenue practice. • Individual taxation. Including, basic income tax computations, national insurance, administration and collection including self-assessment. • Income from Investments, bank interest, dividends and property. Pensions, Enterprise Investment schemes, Venture Capital Trusts and other investment schemes. • Income from employment. Including employment verses self-employment, benefits and PAYE schemes. • Trading income. Including the Badges of Trade, computation of profit, basis periods, commencement and cessation, capital allowances and losses.

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

- Capital taxes. Inheritance tax; basic computation and administration. Capital gains tax, including computation of chargeable gains, indexation, taper relief, losses, deferral relief, shares and investments and Principal Private Residence exemption.
 - Corporation tax. Including computation of taxable profits, tax rates, losses, corporation tax groups.
 - Value added tax. Including Administration, compulsory registration, input and output VAT, partial exemption and penalties.
 - Overseas aspects of taxation. Including residency and tax havens.
 - Tax planning.
 - The economic implication of fiscal policy.
- **Autumn Semester:**
- ❖ **Principles of personal taxation**
 - UK tax revenues
 - The tax professional, ethical and professional code
 - Personal allowances - exempt income
 - Different types of income
 - Pensions
 - Personal tax computations
 - ❖ **Income from Employment**
 - Assessable income-Benefits-Allowable deductions
 - ❖ **Income from a trade or profession**
 - When is a person trading the Badges of Trade
 - Computation of trading income
 - Commencement & cessation-Basis periods
 - ❖ **Capital allowances**
 - Plant, equipment & fittings–function v setting test
 - Motor vehicles - industrial buildings
 - ❖ **Trading losses**
 - Against profits from same trade
 - Against total income and loss in early years
 - Loss on cessation
 - Transfer to a Ltd Co
 - ❖ **Capital gains tax**
 - Chargeable events - Chargeable assets
 - Losses - Taper relief - Indexation
 - Stocks & shares - Principle private residence
 - Roll over and held over reliefs

	<ul style="list-style-type: none"> ❖ Inheritance tax <ul style="list-style-type: none"> • Introduction • Valuation, reliefs and the death estate ➤ Spring Semester: ❖ Corporation tax <ul style="list-style-type: none"> • Company residence • Computations-Losses-Group companies & consortia • Small companies marginal rate-Calculation • Close companies ❖ Overseas taxation and review <ul style="list-style-type: none"> • Tax shelters • Double tax agreements • "Double-dipping" • Starbucks, Amazon, Google cases. ❖ HM Revenue and Customs investigations – penalties ❖ Value added tax <ul style="list-style-type: none"> • Including Administration, compulsory registration, input and output VAT, partial exemption and penalties. ❖ The economic implication of fiscal policy: <ul style="list-style-type: none"> • History and Concepts • Tax system design • Tax unit • Direct & indirect taxes • Vertical and horizontal equity • Local Taxes and Topical Issues (eg changes in taxes due to COVID)
Teaching	Weekly 3-hour lecture/workshop
Assessment	<p>Study Option 1:</p> <ul style="list-style-type: none"> • Coursework: 4 short in-class Tests (30%) • 3-hour exam (70%) <p>Study Option 2:</p> <ul style="list-style-type: none"> • 1,500-word report on comparative tax systems (70%) • 2 in-class tests (30%)

	Study Option 3: <ul style="list-style-type: none">• 1,500-word report on comparative tax systems (70%)• 2 in-class tests (30%)
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LEVEL 4 – INTRODUCTORY – BUSINESS INFORMATION MANAGEMENT

Module Code	BB4205
Module Title	Data and Digital in Business
Level	4
Prerequisites	None
Credits	<ul style="list-style-type: none"> • Full Year: 8 (US) 15 (ECTS) • Single Semester: 4 (US) 7.5 (ECTS)
Suitability	<ul style="list-style-type: none"> • Study Abroad/International Exchange students for either Study Options 1 or 2 • Not open to Erasmus students as level 4
Content	<p>Disruptive Technologies are the ultimate challenge in change management impacting not only industry structures and strategic positioning. It affects all levels of an organisation and its extended supply chain. We will review the basis of disruptive innovation and examine these through a student led approach researching technologies and applications of today. We will gauge motivations behind these technologies as well as ways in which businesses must adapt.</p> <p>This module also focuses on how data analytics and digital technologies are utilised by businesses to enable better decisions and alter consumer interactions. Understanding the business value of data and digital technology not only requires knowledge and an appreciation of various analytical techniques, but also on the effective use of information technology (IT) for the gathering, summarising and communication of this information. An appreciation that analytics and information technology are mutually dependent business topics, enables students to use them effectively within a business environment. The module will use a problem-centric approach applying analytical techniques with the aid of information technology, and the development of employability skills associated with these.</p> <p>Topics in this module include:</p> <ul style="list-style-type: none"> • Fundamental analytical techniques and foundation principles and their importance when using software • Representing data and information in application software such as spreadsheets, databases and on the internet for effective understanding and communication with external and internal stakeholders and customers.

	<ul style="list-style-type: none"> • Analysing and describing data using appropriate statistical and analytical tools to analyse business problems and to identify and communicate their solution • The relationship between technology and evolving business strategies, operations, and behaviour • Ethical implications of technology development • Disruptive catalysts and examples of disruption, influencers, and technical solutions. • Advances that will transform life, business, and the global economy, open business, open data, and innovation • Anchor skills: <ul style="list-style-type: none"> ○ analytical ○ digital ○ organisation ○ teamwork
Teaching	Weekly lectures and workshops
Assessment	<p>Study Option 1:</p> <ul style="list-style-type: none"> • Individual Portfolio: practical tasks throughout the year, no longer than 500 words each (80%) • Group Design Project (500 words per student) (20%)
	<p>Study Option 2:</p> <ul style="list-style-type: none"> • A version of the Study Option 1 assessment
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LEVEL 5 – INTERMEDIATE – BUSINESS INFORMATION MANAGEMENT

Module Code	BB5106
Module Title	Building Digital Systems
Level	5
Prerequisites	Prior study of an introductory maths and IT module such as BB4205 or similar.
Credits	<ul style="list-style-type: none"> • Full Year: 8 (US) 15 (ECTS) • Single Semester: 4 (US) 7.5 (ECTS)
Suitability	<ul style="list-style-type: none"> • Study Options 1 or 2
Content	<p>The way that computer applications are created, distributed and used has changed dramatically since the popularisation of the World Wide Web. The module is designed to introduce students to the knowledge, skills and technologies required to design a typical information architecture solution; analysing, designing and implementing server-side applications that run using a combination of browser, server-side scripting and database technology.</p> <p>In the sessions, students explore how to:</p> <ul style="list-style-type: none"> • specify the design of an information architecture solution • model data and information using appropriate theory and practice • analyse and build a prototype information architecture using web and mobile technologies; PHP, MySQL and Mendix • understand how information architecture enables business processes <p>Students will learn the 3-tier approach to application layering, using presentation, application and database logic to build effective, robust and maintainable applications. They will additionally learn about no and low code solutions.</p> <p>Students will gain practical, hands-on experience of building web applications using a web server and a server-side programming language. Students will structure their work using semantic HTML, CSS and templates in PHP to emphasise the importance and advantages of using web standards. They will learn how applications can rapidly be put together in the Mendix application, along with the advantages and disadvantages of low and no code environments.</p>

	<p>➤ Autumn Semester: PHP, HTML and Forms; Building Web Applications</p> <p>❖ PHP, HTML and Forms</p> <ul style="list-style-type: none"> • Introduction to PHP and web scripting • PHP and forms • If and case statements • Loops and Control structures • Control structures • Building a site <p>❖ Building Web applications</p> <ul style="list-style-type: none"> • PHP and databases continued • The CRUD operations <p>➤ Spring Semester: Introduction to No or Low Code Apps</p> <p>❖ Introduction to No or Low Code Apps</p> <ul style="list-style-type: none"> • Introduction to Mendix • Starting to build an app • Building a game • Entities, attributes and data • Logic, microflows and events • Building apps • Building web applications
Teaching	Two 90-minute lab sessions weekly
Assessment	<p>Study Option 1:</p> <ul style="list-style-type: none"> • Individual practical project 1: portfolio of work (45%) • Individual practical project 2: Building an App in Mendix (45%) • Two Project reports: app proposal (450-500 words) and Form-Response page (10%)
	<p>Study Option 2:</p> <ul style="list-style-type: none"> • Individual practical project 1 (80%) • Project report: Form-Response page (20%)
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Module Code	BB5109
Module Title	Contemporary Project Management
Level	5
Prerequisites	None
Credits	<ul style="list-style-type: none"> • Full Year: 8 (US) 15 (ECTS) • Single Semester: 4 (US) 7.5 (ECTS)
Suitability	Study Options 1 OR 2
Content	<p>The contemporary business environment is characterised by volatility, uncertainty, complexity and ambiguity, which calls for a balanced and flexible way of managing project work. Hence awareness and confident application of various methodologies and approaches fitting specific project and organisational context are essential for project management specialists today. The module introduces several popular project and product delivery frameworks, such as classic, PRINCE2, Agile, and Scrum. The ultimate goal is to provide balanced coverage of popular methodologies and enable project management specialists to choose the one that best fits their project/organisational profile in every situation.</p> <p>➤ Autumn Semester topics:</p> <p>❖ Project Management the Classic Way</p> <ul style="list-style-type: none"> • Intro / Modern Project Management • Organization Strategy and Project Selection • Organization Structure and Culture • Defining the Project • Estimating Project Times and Costs • Developing a Project Plan • Managing Risk • Being an Effective Project Manager • Managing Project Teams <p>❖ PRINCE2 – Process-based Project Management Methodology</p> <ul style="list-style-type: none"> • Rationale and a brief overview

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

	<p>➤ Spring Semester topics:</p> <p>❖ Agile – Project Management for the VUCA World</p> <ul style="list-style-type: none"> • Agile vs classic project management • Philosophy, fundamentals, principles and Instrumental Success Factors • Project lifecycle • Roles and responsibilities • DSDM products (documents and outputs) • Project planning through the Lifecycle • Risk and quality control the Agile way • Agile practices • People, teams and interactions in Agile <p>❖ Scrum – Tailoring Agile for Product Delivery</p> <ul style="list-style-type: none"> • Scrum Values • The Scrum Team • Scrum Events • Scrum Artefacts
Teaching	Weekly lectures or workshops
Assessment	<p>Study Option 1:</p> <ul style="list-style-type: none"> • Group presentation (30%) • In-class test (APMG exam-style AgilePM Foundation test) (40%) • Management report: project plan utilising AgilePM (30%)
	<p>Study Option 2:</p> <ul style="list-style-type: none"> • Part of study option 1 assessment
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Module Code	BB5110
Module Title	Rapid App Development for Business
Level	5

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

Prerequisites	Prior study of Business information systems modules such as BB4205 Data and Digital in Business or similar is required
Credits	4 (US) 7.5 (ECTS)
Suitability	<ul style="list-style-type: none"> • This module runs entirely in the spring semester • Study Options 1 or 3
Content	<p>The way that computer applications are created, distributed and used has changed dramatically since the popularisation of the World Wide Web and the rapid proliferation of mobile devices. The module is designed to introduce students to the knowledge, skills and technologies required to build an app or application using a low/no code environment – specifically analysing, designing and implementing an online application that can run in the browser or as an app on a mobile device.</p> <p>In the sessions, the following are explored:</p> <ul style="list-style-type: none"> • specify the design of an information architecture solution • model data and information using appropriate theory and practice • analyse and build a prototype applications and apps using web and mobile technologies • understand how information architecture enables business processes <p>Students will learn the agile development process to build effective, robust and maintainable applications and apps. Practical, hands-on experience of building web applications and apps will be done using the Mendix rapid application development.</p> <p>Topics:</p> <ul style="list-style-type: none"> • Introduction to no/low code environments • Agile development; the development environments • Using pages, widgets and data in an app • Using a microflow to create functionality in an app • Building a simple game using all the techniques so far • Using data in different ways – views, domains, relationships • Capturing events and triggers to make things happen • Validating data • Importing data, widgets and security • Building an app – recap; Building a mobile app
Teaching	Weekly 3 hr tutorials and laboratory-based sessions

Assessment	<ul style="list-style-type: none"> • Individual application building coursework in Mendix (80%) • Small scoping assessment (20%)
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Module Code	BB5111
Module Title	Developing Web Applications for Business
Level	5
Prerequisites	Prior study of Business information systems modules such as BB4205 Data and Digital in Business or similar is required
Credits	4 (US) 7.5 (ECTS)
Suitability	<ul style="list-style-type: none"> • This module runs entirely in the autumn semester • Study Options 1 or 2
Content	<p>The way that computer applications are created, distributed and used has changed dramatically since the popularisation of the World Wide Web. The module is designed to introduce students to the knowledge, skills and technologies required to design a typical information architecture solution; analysing, designing and implementing server-side applications that run using a combination of browser, server-side scripting and database technology.</p> <p>In the sessions, students explore how to:</p> <ul style="list-style-type: none"> • specify the design of an information architecture solution • model data and information using appropriate theory and practice • analyse and build a prototype information architecture using web and mobile technologies; PHP, MySQL and Mendix • understand how information architecture enables business processes <p>Students will learn the 3-tier approach to application layering, using presentation, application and database logic to build effective, robust and maintainable applications.</p> <p>Students will gain practical, hands-on experience of building web applications using a web server and a server-side programming language. Students will structure their work using semantic HTML, CSS and templates in PHP to emphasise the importance and advantages of using web standards.</p>

	<p>Topics:</p> <ul style="list-style-type: none"> ❖ PHP, HTML and Forms <ul style="list-style-type: none"> • Introduction to PHP and web scripting • PHP and forms • If and case statements • Loops and Control structures • Control structures • Building a site ❖ Building Web applications <ul style="list-style-type: none"> • PHP and databases continued • The CRUD operations
Teaching	Weekly 3-hour laboratory based sessions
Assessment	<ul style="list-style-type: none"> • Individual programming coursework (80%) • Individual report (20%)
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Module Code	BB5112
Module Title	Business Decision Modelling
Level	5
Prerequisites	Prior study of business information analysis/data analytics/statistics modules such as BB4401 Business Information Analysis or BB4402 Business Statistics and IT or similar is required.
Credits	4 (US) 7.5 (ECTS)
Suitability	<ul style="list-style-type: none"> • This module runs entirely in the spring semester • Study Options 1 or 3
Content	This module is designed to equip students with an advanced set of analytical data modelling tools, including optimisation, prediction and simulation, to effectively manage and support business decision-making. The module extends students' skillsets developed at level 4 to

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

	<p>include problem analysis, model building, application, and evaluation, to reflect the technical skills required in the workplace.</p> <p>Topics:</p> <ul style="list-style-type: none"> ❖ Linear Programming <ul style="list-style-type: none"> • Model Formulation • Model Solution • Multiple Solutions and Sensitivity Analysis • Economic Interpretation of Output ❖ Business Forecasting <ul style="list-style-type: none"> • Diagnostic Analysis • Stationary Models • Model Optimisation and Evaluation • Trend and Seasonal Models
Teaching	Weekly lectures and tutorials based around lab sessions
Assessment	<ul style="list-style-type: none"> • Portfolio of practical exercises (30%) • Individual coursework: data analysis (70%)
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Module Code	BB5113
Module Title	Data Analysis for Business
Level	5
Prerequisites	Prior study of business information analysis/data analytics/statistics modules such as Prior study of Business information systems modules such as BB4205 <i>Data and Digital in Business</i> or similar is required
Credits	4 (US) 7.5 (ECTS)
Suitability	<ul style="list-style-type: none"> • This module runs entirely in the autumn semester

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

	<ul style="list-style-type: none"> • Study Options 1 or 2
Content	<p>The aim of this module is to give students a foundation in the uses of data analytics for business. It aims at a critical understanding of issues regarding the collection of data and the correct application of statistical techniques in a business context.</p> <p>The module introduces students to analytical tools and including inferential data analysis to support business decision-making. The module builds upon the skills gained during the first year and develops students' abilities for problem articulation, analysis, and evaluation.</p> <p>Students will develop and extend their technical skills to reflect those required in the workplace and will also develop an appreciation of the quality of data, the meaning of findings and the limitations of model building. This will enable students to make decisions on a more informed basis.</p> <p>Topics:</p> <ul style="list-style-type: none"> ❖ <i>Data, Probability and Probability Distributions</i> <ul style="list-style-type: none"> • Data Types, Measurement and Collection • Probability and Probability Distributions • Discrete Probability Distributions • Continuous Probability Distributions • Sampling ❖ <i>Inferential Statistics and Estimation</i> <ul style="list-style-type: none"> • Estimation and Confidence Intervals • Hypothesis Testing • Comparing two populations • Categorical methods • Correlation and Regression
Teaching	Weekly 3-hour lectures and tutorials based around lab sessions
Assessment	<ul style="list-style-type: none"> • Practical exercises: Excel & statistical and modelling skills • Individual coursework: data analysis (70%)
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LEVEL 4 – INTRODUCTORY – HUMAN RESOURCE MANAGEMENT (HRM):

Module Code	BH4104
Module Title	Service Mindset in Business Relationships
Level	4
Prerequisites	None
Credits	<ul style="list-style-type: none"> • Full Year: 8 (US) 15 (ECTS) • Single Semester: 4 (US) 7.5 (ECTS)
Suitability	<ul style="list-style-type: none"> • Study Abroad/International Exchange students for Study Options 1 or 2 or 3 • Not open to Erasmus students as level 4 • Cannot be taken with BS4202.
Content	<p>Experience matters in the business world today, as a result the way in which organisations build their culture, relationships and experiences for key stakeholders is crucial to their sustainable business impact.</p> <p>This module introduces students to core topics and concepts of experience and service management. This includes the behaviour and management of people in work situations, customers interacting with organisations, stakeholders or partners in the sourcing/resourcing and delivery of the proposition organisations offer.</p> <p>It develops the students to understand and research the behaviour and needs of stakeholder groups, frame, and design experiences, connect, manage and measure these for business success. It builds an understanding of the complexity of relationships for example, in and across global organisations and how these function in “best practice” situations; in building and managing relationships, partnerships and networks in start-up or smaller business situations.</p> <p>Service is an extremely important element of the proposition for most organisations and is deeply embedded in the way an organisation behaves and teams work together. It entails various disciplines working in collaboration to deliver a priority outcome for the stakeholder group in question and discipline to measure and manage this well.</p>

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

	<p>Topics and themes in this module include:</p> <ul style="list-style-type: none"> • The history, development, and importance of organisational behaviour across functions and stakeholder groups for today and the future workplace at: <ul style="list-style-type: none"> - The Individual level: <ul style="list-style-type: none"> ▪ Individual differences and diversity ▪ Perceptions and communication ▪ Motivation ▪ Wellbeing - The Group level: <ul style="list-style-type: none"> ▪ Groups and teams ▪ The nature of leadership ▪ The role of management - The Organisational level: <ul style="list-style-type: none"> ▪ Organisational strategy and ethics ▪ Organisation structure and design ▪ Organisational control and power ▪ Organisational culture and change • Service <ul style="list-style-type: none"> - Understanding Service and experience of stakeholders - Carrying out research/analysis on behaviours and needs - Setting out plans to deliver to service priorities - Service and experience models for internal and external teams - Understanding service in different contexts • Anchor Skills <ul style="list-style-type: none"> - teamwork - creativity - communication - relationship building - organisation - cultural awareness
Teaching	Weekly lectures and workshops
Assessment	<p>Study Option 1:</p> <ul style="list-style-type: none"> • Group presentation (8 mins) (20%) • Reviews of a series of case studies – 1000 words (30%) • Report (1500 words) (50%)

	Study Options 2/3 : Part of Study Option 1 assessment
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LEVEL 5 – INTERMEDIATE – HUMAN RESOURCE MANAGEMENT:

Module Code	BH5101
Module Title	Human Resource Management
Level	5
Prerequisites	None
Credits	<ul style="list-style-type: none"> • Full Year: 8 (US) 15 (ECTS) • Single Semester: 4 (US) 7.5 (ECTS)
Suitability	Study Options 1 or 2 or 3
Content	<p>The aim of the module is to extend the students' understanding of theory and the practice of Human Resource Management and to locate HRM within both the context of organisations and the field of contemporary business management theory and practice.</p> <p>It will also integrate employability into the curriculum and facilitate the development of sought-after graduate attributes vis-à-vis the skills, experience, and knowledge required to successfully navigate employment.</p> <p>➤ Autumn Semester: Introduction, Recruitment & Selection</p> <ul style="list-style-type: none"> • The Future of HRM and the Employment Relationship • The Employee Journey and Experience • Networking Hub • Recruitment • Selection

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

	<p>➤ Spring Semester: Employee Performance, Rewards, Learning & Relations</p> <ul style="list-style-type: none"> • Performance management • Reward management • Learning and development • Discipline and grievance • Downsizing and redundancy • Engagement and wellbeing • Equality, Diversity & Inclusion
Teaching	Weekly three-hour lectures and workshops
Assessment	<p>Study Option 1:</p> <ul style="list-style-type: none"> • Individual report and CV360 log sheet - 1000 words (30%) • In-class 2-hour multiple-choice exam (50%) • Roleplay practical: 10-minute-long group video (20%)
	<p>Study Option 2:</p> <ul style="list-style-type: none"> • Individual report and CV360 log sheet - 1000 words (100%)
	<p>Study Option 3:</p> <ul style="list-style-type: none"> • 2-hour multiple-choice exam (on Canvas) • Roleplay practical: 10-minute-long group video
Last updated	12/04/23 PJW

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Module Code	BH5102
Module Title	HRM in an International Context
Level	5
Prerequisites	Prior study of HRM/Organisational Behaviour
Credits	<ul style="list-style-type: none"> • Full Year: 8 (US) 15 (ECTS) • Single Semester: 4 (US) 7.5 (ECTS)

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

Suitability	Study Options 1 or 2 or 3
Content	<p>This module in IHRM considers the issues involved in the management of people in an international context. Students will explore how national and regional differences in political, economic and social contexts impact on the employment relationship, They will also evaluate contemporary policies and practices to identify the human resource opportunities and challenges which face international enterprises in the 21st Century.</p> <p>Emerging trends in global leadership and teams, the war for talent, the quest for the well-being of individuals and the need for work practices which are sustainable will be emphasized.</p> <p>➤ Autumn Topics:</p> <p>❖ <i>Introduction & Setting the IHRM Scene</i></p> <ul style="list-style-type: none"> • Introduction & IHRM • The Cultural Context of IHRM • The Organisational Context of HRM • IHRM in Cross-Border Activities • Professionalism & Networking • Global talent management <p>❖ <i>IHRM Policies & Practices</i></p> <ul style="list-style-type: none"> ➤ International HR Recruitment ➤ International Selection <p>➤ Spring Topics:</p> <p>❖ <i>IHRM Policies & Practices</i></p> <ul style="list-style-type: none"> • International Performance Management • International Reward Management • International Training & Development • Environmental, social and governance (ESG) in IHRM • International Employment Relations • Comparative HRM <p>❖ <i>Meeting Current Challenges & Looking to the Future</i></p> <ul style="list-style-type: none"> • IHRM Trends and Future Challenges
Teaching	Lectures and workshops
Assessment	Study Option 1 :

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

	<ul style="list-style-type: none"> • Individual portfolio – reflective report (1,000 words) & CV360 log sheet (20%) • Individual report -1,500 words (50%) • Pair presentation (30%)
	Study Option 2: <ul style="list-style-type: none"> • Individual portfolio (100%)
	Study Option 3: <ul style="list-style-type: none"> • Individual case study report - 1,500 words • Pair presentation
Last updated	12/04/23 PJW

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LEVEL 6 – ADVANCED – HUMAN RESOURCE MANAGEMENT:

Module Code	BH6101
Module Title	Leading Change
Level	6
Prerequisites	Prior study of HRM/Organisational Behaviour
Credits	<ul style="list-style-type: none"> • Full Year: 8 (US) 15 (ECTS) • Single Semester: 4 (US) 7.5 (ECTS)
Suitability	Study Options 1 or 2
Content	This module addresses theoretical and practical perspectives of effective and responsible leadership in changing organisational contexts. Students will critically evaluate contemporary concepts of leadership alongside current practices of leading change in contemporary organisations faced with complex and uncertain environments. Students will critically reflect on their leadership capacity and skills in initiating and leading change in different contexts.

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

	<p>Topics:</p> <ul style="list-style-type: none"> • New realities as the force of change • Contemporary theoretical knowledge of key individual leadership traits, skills, experiences and styles • Emotional intelligence, resilience and engagement in the practice of leadership • Contemporary ethical dimensions of leadership (such as equality, diversity and inclusion; sustainability; work-life balance) • Becoming an agent of change • Negotiation in the context of the complexities and challenges associated with leading individuals and teams • Conceptual perspectives on leading change and organisational change practices • Change leadership, the importance of followership, and overcoming resistance to change • Emergent versus planned change <p>➤ Autumn Semester:</p> <ul style="list-style-type: none"> • Introduction to Leadership Perspectives • Trait, Skills & Behavioral Approach • Authentic & Servant Leadership • Leader-Member Exchange Theory • Self-Leadership • Ethical Leadership <p>➤ Spring Semester:</p> <ul style="list-style-type: none"> • Path- Goal Theory • Gender equality and Leadership • Transformational Leadership • Leadership in the 21st Century • Team Leadership
Teaching	Weekly 3-hour lecture sessions
Assessment	<p>Study Option 1:</p> <ul style="list-style-type: none"> • 1,200-word academic written essay (40%) • Open-book take home exam 1000-1250 words (48 hours for completion) (40%) • Engagement and participation – four activities eg self-assessments, quizzes, case-study analysis, role plays, practical exercises(20%) <p>Study Option 2:</p> <ul style="list-style-type: none"> • 1,200-word essay (100%)
Last updated	12/04/23 PJW

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

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Module Code	BH6003
Module Title	Employee Relations
Level	6
Prerequisites	Prior study of HRM/Organisational Behaviour
Credits	<ul style="list-style-type: none"> • Full Year: 8 (US) 15 (ECTS) • Single Semester: 4 (US) 7.5 (ECTS)
Suitability	Open to suitably qualified Visiting Students enrolled at KU for either Study Options 1 or 2 or 3
Content	<p>The focus of this module is the relationship between employers and employees. The nature of this relationship is examined and the significance of its key features for the relative power and position of the two main parties. We consider how the employment relationship is regulated and controlled and the resulting outcomes for employers and employees alike. In this regard, the role of trade unions, new employment relations actors such as Citizens Advice, and internal company human resource management systems are scrutinised and discussed. The impact of government legislation on employee relations outcomes and processes is also examined, as are other contextual influences such as the business environment, labour market and technological trends.</p> <p>In addition to analysing general developments in employee relations, the module examines specific themes and aspects such as the management of discipline and dismissal and health and safety, and the employment experience of particular groups of workers (for example women and migrant workers).</p> <p>Overall topics:</p> <ul style="list-style-type: none"> • Key theories, concepts & models in analyzing the employment relationship • The context of employee relations • Trade unions & collective bargaining • Human Resource Management and Non-Union Forms of Employee Voice • New Employment Relations Actors • UK & European Union government policies & laws and employee relations • The business environment and employee relations • Policies and procedures relating to discipline and dismissal and health and safety

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

	<ul style="list-style-type: none"> • Labour market trends and employment outcomes • The employment experience of particular groups of workers (e.g. women and migrant workers) <p>➤ Autumn Semester:</p> <ul style="list-style-type: none"> ❖ <i>Employee Relations Concepts, Context, Actors & Processes</i> • What is Employee Relations & the Employment Relationship • Approaches & Frames of Reference; the Context of Employee Relations • Employee Relations Actors - Employer Organisations & Trade Unions • Current Position of Trade Unions & the Role of Government • New Employee Relations Actors & the Rise of Management • Employee Voice & Representation <ul style="list-style-type: none"> ❖ <i>Political & Legal Influences on Employee Relations</i> • Government Regulation & Employment Rights • Legal Regulation of Discipline & Dismissal <p>➤ Spring Semester:</p> <ul style="list-style-type: none"> ❖ <i>Political & Legal Influences on Employee Relations Continued</i> • Dispute Resolution & Conflict Management <ul style="list-style-type: none"> ❖ <i>Trends in the Labour Market & Work Organisation</i> • Trends in Flexible Work Practices <ul style="list-style-type: none"> ❖ <i>The Employment Experience of Particular Groups of Workers</i> • Disabled Workers <ul style="list-style-type: none"> ❖ <i>International & Comparative Employee Relations</i> • Employee voice in different contexts • Individual employment rights in different contexts • Comparing labour market trends & regulation
Teaching	Weekly workshops
Assessment	<p>Study Option 1</p> <ul style="list-style-type: none"> • group research report & presentation (20%)

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	<ul style="list-style-type: none"> individual consultancy report (40%) individual 2,000-2,200-word essay (40%)
	<p>Study Option 2:</p> <ul style="list-style-type: none"> group research report & presentation (1,500 words) 2,000-word consultancy report
	<p>Study Option 3:</p> <ul style="list-style-type: none"> Group research report & presentation (40%) Assignment (60%)
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Module Code	BH6006
Module Title	Organisational Learning and Development
Level	6
Prerequisites	Previous study of HRM
Credits	<ul style="list-style-type: none"> Full Year: 8 (US) 15 (ECTS) Single Semester: 4 (US) 7.5 (ECTS)
Suitability	Study Options 1 or 2
Content	<p>This module addresses the need for learning and development (L&D) to be a strategic business function in order to enhance both individual performance and organizational success. Drawing upon prior study (eg BH5101 HRM and BH4103 Organisational Behaviour), students will learn how to provide development opportunities that have been carefully analysed, designed, delivered and evaluated, supported by an understanding of learning theory. The module will also enable students to contribute to the development of coaching and mentoring activities within organisations.</p>

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

	<p>Topics covered may include:</p> <ul style="list-style-type: none"> • Formulate plans for L&D provision which integrate with organisational business strategy and wider HR policies and practices • Promote L&D provision which will demonstrate added value for the organisation thereby driving sustained business performance • Appreciate the roles and responsibilities of various individuals in meeting L&D needs • Understand learning theories and their influence on the identification of L&D needs and the design of L&D interventions • Demonstrate awareness of the application and use of a range of delivery methods and activities • Contribute to and support the provision of coaching and mentoring activities within organisations <p>➤ Autumn Semester:</p> <ul style="list-style-type: none"> • The organisational context and the role L&D • Understanding learning theories and processes • Organisational context and the role of L&D • L&D Consultancy skills • Setting up your L&D Consultancy • Identifying L&D needs (LNA) • Designing L&D Activities • Delivering L&D using a range of methods and activities • Evaluating L&D Outcomes <p>➤ Spring Semester:</p> <ul style="list-style-type: none"> • The Organisational & Theoretical contexts for Coaching & Mentoring • Using Technology to Facilitate L&D • The Learning Organisation • Coaching for the Future
Teaching	Lectures, class discussions
Assessment	<p>Study Option 1:</p> <ul style="list-style-type: none"> • Individual reflective report (1000 words) (30%) • Group presentation – 20 minutes (20%) • Individual report (2,500 words) (50%) <p>Study Option 2:</p> <ul style="list-style-type: none"> • Individual report (2,500 words) (100%)
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Study Option 1 = Whole Year
 Study Option 2 = Autumn
 Study Option 3 = Spring

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Module Code	BH6017
Module Title	Psychology for Business and Management
Level	6
Prerequisites	Prior study of organisational behaviour/HRM
Credits	<ul style="list-style-type: none"> • Full Year: 8 (US) 15 (ECTS) • Single Semester: 4 (US) 7.5 (ECTS)
Suitability	Study Options 1 or 2 or 3
Content	<p>Psychology is a diverse scientific discipline comprising several major branches, which study experience and behaviour from different angles. Among these major branches, some produce knowledge which are relevant for business and management. The application of psychology to business and management issues occurs in several subareas of applied psychology, such as work psychology and, more recently, behavioural science.</p> <p>Behavioural science (which is also known as behavioural economics, behavioural insights, or behavioural design) studies, how cognitive and affective heuristics, as well as personal, social and situational variables, influence decision-making, choices, and economic behaviour to explain biases, anomalies, and market inconsistencies as well as to ‘nudge’ citizens and consumers to make better decisions.</p> <p>Work psychology (which is also known as occupational psychology, organisational psychology, or business psychology) studies human experience and behaviour in the work environment, and applies general psychological principles to work-related topics, which are often centred around employee well-being and employee performance.</p> <p>➤ Autumn Semester: Behavioural Science</p> <ul style="list-style-type: none"> • What is behavioural science? • Heuristics: biased or smart? • Feeling is believing: Evaluative conditioning and marketing • Thinking fast and slow • Nudges, sludges, boosters and theories of behaviour change • Beyond brainstorming • Noise in judgment • Behavioural science in an age of new technology • Scaffolding thought

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

	<p>➤ Spring Semester: Work Psychology</p> <ul style="list-style-type: none"> • Research methods in work psychology • Well-being in life and at work • Work performance and appraisal schemes • The 'happy worker - productive worker hypothesis' • Work stress • Psychotherapy and people management • Demographic diversity • Diversity and inclusion in the workplace: the contribution of diversity practices and inclusion climate • The 'women are from Venus - men are from Mars hypothesis' • Deep-level diversity • Operational and strategic human resource management
Teaching	Weekly formal lectures, class discussions, practical workshops and group work
Assessment	<p>Study Option 1:</p> <ul style="list-style-type: none"> • Behavioural science online in-class test – 1 hour (50%) • Work psychology research report - 1,500 words (50%)
	<p>Study Option 2:</p> <ul style="list-style-type: none"> • Behavioural science online In-class test – 1 hour (100%)
	<p>Study Option 3:</p> <ul style="list-style-type: none"> • Work psychology research report - 1,500 words (100%)
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LEVEL 4 – INTRODUCTORY – MARKETING:

Module Code	BS4207
Module Title	Global Business Environment
Level	4

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

Prerequisites	none
Credits	<ul style="list-style-type: none"> • Full Year: 8 (US) 15 (ECTS) • Single Semester: 4 (US) 7.5 (ECTS)
Suitability	Study Options 1 or 2 or 3
Content	<p>This module introduces students to the external context in which organisations operate and in which they will eventually work. As potential managers of the future, defined as someone involved in assisting and directing members of an organisation to achieve their organisational objectives, students need to be equipped to understand the component parts of the external context within which organisations function. The variety and complexity of the external environment and interactions with industries and organisations has a significant impact upon the way organisations and teams are structured.</p> <p>The performance and measurement of success for organisations over time is an important skill to understand and be able to critically appraise. The way in which individuals operate and behave in different types of industry and organisation is also important to understand. Consequently, this module will equip students with the skills and knowledge required to be able to research, critically appraise, compare businesses across territories, sectors and size. Students experience this based on analysis of contemporary cases, examples and links to varied organisations.</p> <p>Topics in this module include:</p> <ul style="list-style-type: none"> • Introduction to macro and micro environment of the firm • Consumer and market demand • Consumer behaviour theory and applications • Supply costs and profits • Pricing in theory and practice • Business, government, and industrial policy • Firms’ objectives and behaviour: issues of corporate governance and intellectual property rights • Ethics and corporate social responsibility • Industrial structures and size of firm • Role of small and medium-sized enterprises within an economy • Market structures, conduct and performance • Globalisation and international markets • Supply chain • B2B markets • Small company influence • Technology influence • Anchor skills: <ul style="list-style-type: none"> - commercial awareness

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

	<ul style="list-style-type: none"> - critical thinking and writing - financial awareness
Teaching	Weekly lectures and workshops
Assessment	<p>Study Option 1:</p> <ul style="list-style-type: none"> • 1,200-word report (40%) • Portfolio of reviews of case studies – 1,800 words (60%)
	<p>Study Options 2 and 3:</p> <ul style="list-style-type: none"> • Part of Study Option 1 assessment
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LEVEL 5 – INTERMEDIATE – MARKETING

Module Code	BM5701
Module Title	Marketing Insights
Level	5
Prerequisites	Completion of introductory marketing study
Credits	<ul style="list-style-type: none"> • Full Year: 8 (US) 15 (ECTS) • Single Semester: 4 (US) 7.5 (ECTS)
Suitability	Study Options 1 or 2

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

<p>Content</p>	<p>Marketing raises problems about how consumers buy and use products and how they react to marketing interventions. This module is concerned with collecting evidence and understanding theory about these issues across business-to-consumer domain. It provides critical knowledge of how to conduct research into consumer behaviour and understand its relationship to problems in marketing. The module enables you to gain understanding of the latest developments in areas of marketing and consumer behaviour, such as loyalty, satisfaction, advertising effectiveness, and store atmospherics, focusing on the practical application of research evidence and on identifying and employing the most appropriate methods of investigation and analysis. The module enables you to learn market research techniques.</p> <p>Students will gain hands-on experience in both collecting and analysing qualitative and quantitative data, and using the results to draw conclusions about specific aspects of marketing and consumer behaviour and make recommendations to marketing managers.</p> <p>Topics:</p> <ul style="list-style-type: none"> • Ideas behind buyer research: the problems and methods of buyer behaviour; types of consumption; theories of buyer behaviour • Consumer loyalty: concepts and measures of loyalty, loyalty programmes • Price and sales promotions • Attitude and behaviour: definitions and measurement, theory of planned behaviour • Consumer satisfaction and dissatisfaction (CS/D): SERVQUAL • The consumer as shopper: store atmospherics – the in-store environment and the shopper’s response • The cultural context of purchase and consumption • Decision making in business-to-business buying • The relationship between qualitative and quantitative research in buyer behaviour • Types of data and data collection methods in qualitative and quantitative research <p>➤ Autumn Semester: Consumer Behaviour</p> <ul style="list-style-type: none"> • Introduction to consumer behaviour • Store atmospherics and consumer behaviour in the retail context • Customer loyalty and Loyalty Programmes • The psychology of brand and branding • Cause-related Marketing • Customer satisfaction, complaining, service failure and recovery • The cultural context of purchase and consumption • Effects of advertising and word-of-mouth (WOM) communication • Digital Marketing and Consumer Buying Behaviour <p>➤ Spring Topics: Market research</p>
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	<ul style="list-style-type: none"> • Methodological considerations I • Qualitative research & data collection • Quantitative research & data collection • Market research insights • How quantitative findings inform marketing decisions • Market research insights
Teaching	Lectures, workshops and sessions
Assessment	<p>Study Option 1:</p> <ul style="list-style-type: none"> • Group report market research proposal (1,500 words) (30%) • Portfolio (80%): <ul style="list-style-type: none"> ○ 2,500-word consumer behaviour essay (40%) ○ Qualitative interview & reflective account (20%) ○ participation-based activities (10%)
	<p>Study Option 2:</p> <ul style="list-style-type: none"> • 2,500-word consumer behaviour essay (100%)
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Module Code	BM5702
Module Title	Marketing Metrics
Level	5
Prerequisites	Completion of introductory marketing study
Credits	<ul style="list-style-type: none"> • Full Year: 8 (US) 15 (ECTS) • Single Semester: 4 (US) 7.5 (ECTS)
Suitability	Study Options 1 or 3
Content	The module is designed to introduce the student to the ways in which the performance of the marketing function can be assessed. A range of metrics will be examined which may be used

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

	<p>to evaluate marketing performance and to establish whether marketing objectives are being achieved.</p> <p>Additionally, students will develop an understanding of budgeting and performance management with an understanding of the key accounting statements. The relationship between marketing objectives and performance with organisational objectives and financial performance will be examined. In addition brand valuation and the use of digital marketing analytics will be considered.</p> <p>➤ Autumn Semester Topics:</p> <ul style="list-style-type: none"> • Strategic Marketing, Metrics and Marketing Share • Basics of accounting • Financial statements and Corporate Health • Corporate Health: Accounting Concepts and Adjustments • Company Financial Statements • Interpretation of Accounts - ratio analysis • Evaluating Investments <p>➤ Spring Semester Topics:</p> <ul style="list-style-type: none"> • Online and Web Metrics • Share of Hearts, Minds and Markets • Customer profitability/Lifetime Value • Advertising, Promotion and Loyalty metrics • Product and portfolio management metrics • Brand Equity Metrics • Data Mining, Data Visualisation and Dashboards • Pricing/Return on Marketing Investment
Teaching	Lectures and workshops
Assessment	<p>Study Option 1:</p> <ul style="list-style-type: none"> • Group Report – 2000 words (30%) • Individual portfolio (70%): <ul style="list-style-type: none"> ○ 2 x MCQs (20% each) ○ individual commentary – 2000 words (30%)
	<p>Study Option 3:</p> <ul style="list-style-type: none"> • group assessment – marketing plan 2000 words (30%) • individual assessment: simulation game (70%)

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Module Code	BM5704
Module Title	Marketing Communications and Advertising
Level	5
Prerequisites	Completion of introductory marketing study at university-level
Credits	<ul style="list-style-type: none"> • Full Year: 8 (US) 15 (ECTS) • Single Semester: 4 (US) 7.5 (ECTS)
Suitability	Study Options 1 or 2
Content	<p>This module focuses on the creation of effective integrated marketing communications plans. Students will learn about the different elements of the communications mix, such as advertising, public relations and digital marketing, and how they can work together to produce powerful campaigns.</p> <p>While underpinned by marketing communications theory, the module develops practical skills that would be particularly useful for those considering a career in marketing communications or advertising, such as writing communication briefs, presentations and producing communication plans.</p> <p>Topics:</p> <ul style="list-style-type: none"> • Writing a communications plan: objectives, identifying target audiences, positioning, creative and media objectives, setting the budget, measurement of effectiveness • Understanding the marketing communications mix: advertising, sales promotion, public relations, digital marketing, exhibitions and displays, personal selling, on-line and off-line opportunities. • Selecting the media: selecting media (inter and intra) against specified target audiences; strengths and weaknesses of media including costs and targets reached qualitatively and quantitatively. • Planning the message: product positioning, appeals, impact of media on message • Agency and client relationships: the traditional full-service advertising agency; media independents; sales promotions, digital marketing, public relations agencies

	<ul style="list-style-type: none"> Market research for communications planning: understanding the contribution of qualitative and quantitative research; media and message research; pre- and post-campaign research; advertising tracking <p>➤ Autumn Semester Topics:</p> <ul style="list-style-type: none"> Introduction to marketing communications. The Marketing Communications mix The Communications Process: How Audiences Process and Behave How Communications Might Work. Buying Behaviour Strategic Communications Planning Framework: Stages of A Marketing Communications Plan Strategic Communications Planning Framework: Segmentation, Targeting and Positioning. Message and Creativity Campaign media and media planning The integrated marketing communications mix focus on Advertising Direct and Digital marketing Sales Promotion, Public Relations, Sponsorship Campaign Evaluation <p>➤ Spring Semester Topics:</p> <ul style="list-style-type: none"> Ethical Issues in marketing communications Global marketing communications issues Mini conference
Teaching	Lectures and practical workshop sessions.
Assessment	<p>Study Option 1:</p> <ul style="list-style-type: none"> Group report: 2,500 words (20%) Group presentation – 10 minutes (10%) 3 elements: 300-word essay plan; 1,500-word essay and 300-word reflection (70%)
	<p>Study Option 2:</p> <ul style="list-style-type: none"> 2,500-word group written report (95%) 500-word reflection on groupwork (5%)
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Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

Module Code	BM5209
Module Title	Marketing Simulation
Level	5
Prerequisites	Prior study of introductory marketing
Credits	4 (US) 7.5 (ECTS)
Suitability	<ul style="list-style-type: none"> Note that this module runs entirely in the Spring Semester. Study Options 1 or 3
Content	<p>This module is designed to equip students for a career in marketing management by enabling them to develop short, medium and long-term marketing strategies and to evaluate and control marketing performance against these strategies.</p> <p>This module enables students to participate in a computerised marketing game which simulates a real marketing environment. Working in teams, students will have the opportunity to make and analyse marketing decisions and learn from any mistakes in a risk-free environment. Students will identify and use relevant marketing theories and apply them to information provided by the simulation game, allowing them to make marketing decisions within specified time periods. The game provides the opportunity for students to integrate tactics with longer-term strategic decision making, since their decisions will be made over 8-to-10 periods game, which forces them to manage short-term profitability as well as long-term marketing objectives.</p> <p>Teams experience the implications of their marketing decisions in a way that is close to real-life. From an employability perspective, the experience of working in teams to achieve common objectives will assist in improving students' leadership skills, as well as making decisions under pressure, resilience, and analytical skills.</p> <p>Topics:</p> <ul style="list-style-type: none"> Briefing the simulation game Covering relevant theory - Overview of the strategic and operational marketing process Strategic market analysis – Internal and external environment <ul style="list-style-type: none"> Customer audit / Competitor audit / Stakeholder audit / Product audit / Communication audit/ financial audit - pricing audit/ Distribution audit Strategic marketing options – Competing on differentiated vs lowest cost position. Marketing decisions – Selecting appropriate action on relevant set of marketing mix variables to support appropriate desired positioning.

	<ul style="list-style-type: none"> Developing the marketing plan: setting objectives; developing marketing operations; budgeting; evaluation and control Reporting back decisions and impact on performance. Group Presentation on performance and reflective learning.
Teaching	Lectures and practical workshop sessions.
Assessment	<ul style="list-style-type: none"> 2 x reflective essays (10% each) Simulation game (15%) Group presentation of 10 minutes duration (15%) Individual report 1,500 words (50%)
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Module Code	BM5210
Module Title	Professional Selling
Level	5
Prerequisites	Prior study of marketing
Credits	4 (US) 7.5 (ECTS)
Suitability	<ul style="list-style-type: none"> Note that this module runs entirely in the Autumn Semester Study Options 1 or 2
Content	<p>The module builds on prior marketing knowledge by developing understanding of the theory and application of Professional Selling & Sales Management. Effective selling adds to shareholder value and enhances the return on investment of marketing expenditure. Students will understand how to recruit, motivate and manage salespeople as the key professional selling resource, including how to balance people with finance and other resources.</p> <p>The module also develops understanding of the role that IT plays in informing sales strategy development and in the structured sales planning process. The module will be of particular benefit to those aiming to develop a career in this area across the business, professional and consumer contexts.</p> <p>Topics:</p>

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

	<ul style="list-style-type: none"> • Role of Professional Selling • The Psychology of Professional Selling • The Sales Process Part 1: Prospecting, Pre-Approach Qualifying and Approaching. • The Sales Process Part 2: Pitching, Handling Objections, Closing and Follow Up. • Sales Strategy and Multi-Channel Selling • Social Media Influenced Selling • Cross Cultural Selling; Diversity and Inclusion in selling • Sales Practice in B2B and B2C sales. The role and practice of Key Account Management • Sales Planning • People Skills, Trust, Emotions and Relationship Selling • Sales Management
Teaching	Lectures and practical workshop sessions.
Assessment	<ul style="list-style-type: none"> • Group portfolio: <ul style="list-style-type: none"> ○ Development of a sales strategy (15%) ○ Group presentation (15%) • Individual portfolio: <ul style="list-style-type: none"> ○ 500-word reflection (30%) ○ Infographic design (10%) ○ 500-word reflection (30%)
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Module Code	BM5211
Module Title	Corporate Social Responsibility (CSR) in Marketing
Level	5
Prerequisites	None
Credits	4 (US) 7.5 (ECTS)
Suitability	<ul style="list-style-type: none"> • Note that this module runs entirely in the Spring Semester. • Study Options 1 or 3
Content	This module examines topics at the interface between corporate social responsibility (CSR) and ethical marketing, and their relevance and importance in contemporary business and

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

	<p>marketing environments. The module also explores the role and importance of CSR and sustainability, and their implementation in key marketing decisions including advertising, branding and ethical consumption. The role of social marketing is considered - the application of marketing principles and techniques to further social good and wellbeing. Students will develop an understanding and sensitivity to ethical considerations that arise in the practice of responsible marketing and an awareness of the ethical challenges that marketers face when operating across international country markets.</p> <p>Topics:</p> <ul style="list-style-type: none"> • Principles and practices of CSR and sustainable development • Sustainable marketing and the relationship between customer values, ethics and interests. • Drivers of sustainability and responsible marketing • Consumer vulnerability and marketing of potentially harmful products • Ethical and critical consumption • Social marketing and the application of marketing principles and practices to address social concerns and enhance social wellbeing • Application of relevant theories to contemporary business and marketing practice
Teaching	Weekly lectures and workshop sessions.
Assessment	<ul style="list-style-type: none"> • Group presentation of 15 minutes' duration (20%) • Individual portfolio: <ul style="list-style-type: none"> ○ 2,500 word report (60%) ○ 500-word summary for each of three case studies (20%)
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LEVEL 6 – ADVANCED - MARKETING

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

Module Code	BM6603
Module Title	Marketing Communications
Level	6
Prerequisites	Prior study of marketing
Credits	<ul style="list-style-type: none"> • Full Year: 8 (US) 15 (ECTS) • Single Semester: 4 (US) 7.5 (ECTS)
Suitability	Study Options 1 or 2
Content	<p>This module concentrates on the core features of the marketing communications function within the wider context of marketing planning, with a specific focus on the advertising, sales promotion, public relations and interactive marketing communications elements of the mix.</p> <p>The module incorporates theoretical and conceptual considerations with the operational aspects of marketing communications planning to ensure that you develop the skills that are essential for a career in marketing communications, whether on the agency or client side.</p> <p>➤ Autumn Semester Topics:</p> <ul style="list-style-type: none"> • Introduction to marketing communications • The communication process: how audiences process and behave how communications might work • Strategic communications planning framework • Segmentation, targeting and positioning • Planning: creative development, budgets and metrics • Branding and IMC • Creativity: research message and appeals • Media principles and practice • Media planning, delivering the message • Digital, interactive and social media <p>➤ Spring Semester Topics:</p> <ul style="list-style-type: none"> • Careers in Marketing Communications. • Direct marketing and Personal Selling • Media planning: planning multi-media campaigns, media opportunities available. • Sales promotions: planning, techniques and applications. • Public relations: planning, techniques and applications. • Sponsorship • Product Placement • Interactive marketing: techniques and applications.

Study Option 1 = Whole Year
 Study Option 2 = Autumn
 Study Option 3 = Spring

	<ul style="list-style-type: none"> Ethical Issues in marketing communications: legal restrictions, social and moral issues, global considerations.
Teaching	Lectures and practical workshops
Assessment	<p>Study Option 1:</p> <ul style="list-style-type: none"> Individual assignment (70%): <ul style="list-style-type: none"> 2,000-words Company Briefing paper 200-word reflective statement Prep and attendance at 5 Experts and Novices workshop sessions Group assignment: strategic marketing comms plan (30%) <p>Study Option 2:</p> <ul style="list-style-type: none"> Individual reflective essay (500 words) (30%) Group assignment – development marketing communications plan (2,500 words) (60%)
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Module Code	BM6611
Module Title	Managing Brands
Level	6
Prerequisites	Completion of intermediate level marketing
Credits	<ul style="list-style-type: none"> Full Year: 8 (US) 15 (ECTS) Single Semester: 4 (US) 7.5 (ECTS)
Suitability	Study Options 1 or 2
Content	<p>The module introduces the often controversial theories relating to the concept of ‘the brand’ and to the contemporary challenges faced by brands and their managers. Whilst underpinned by theory, the module develops practical skills which will be useful for those considering a career in brand management, such as selecting appropriate visual and identification elements for the brand (e.g. packaging, logos, name), deciding whether or not to extend a brand, and leveraging brand associations via sponsorship and co-branding.</p>

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

	<p>Topics covered include:</p> <p>➤ Autumn Semester:</p> <p>❖ Brands and Brands Equity</p> <ul style="list-style-type: none"> • What is a brand? • Customer-based brand equity • Brand positioning • Choosing Brand Elements to Build Brand Equity • Using Secondary Associations to Build Brand Equity <p>❖ Brands and the Marketing Mix</p> <ul style="list-style-type: none"> • Designing Marketing Programmes to Build Brand Equity • Integrating Marketing Communication to Build Brand Equity • Ethics in branding <p>➤ Spring Semester:</p> <ul style="list-style-type: none"> • Measuring Sources and Outcomes of Brand Equity • Branding Strategies • Managing Brands
Teaching	Lectures and workshops
Assessment	<p>Study Option 1:</p> <ul style="list-style-type: none"> • Group presentation: brand partnering (20%) • Individual portfolio: 2 x Brand reports 1,500 words each (40% each)
	<p>Study Option 2:</p> <ul style="list-style-type: none"> • Individual portfolio: Brand reports (100%)
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LEVEL 4 – INTRODUCTORY – STRATEGY AND OPERATIONS MANAGEMENT

Module Code	BS4202
Module Title	Organisations and Entrepreneurship
Level	4
Prerequisites	None
Credits	<ul style="list-style-type: none"> • Full Year: 8 (US) 15 (ECTS) • Single Semester: 4 (US) 7.5 (ECTS)
Suitability	<ul style="list-style-type: none"> • Study Options 1 or 2 or 3 • Can't be taken with BH4104 or BS5202
Content	<p>This module introduces the student to the range of organisation types that exist in modern business systems, from large-scale multinationals to small-scale entrepreneurial enterprises. The variety of ways in which organisations are structured and managed is assessed using theories of organisational behaviour as frameworks. The behaviour and management of people in work situations is assessed by examining concepts relating to both individuals and groups.</p> <p>A key focus of the module is the role of entrepreneurship in organisational development, both as a means of creating new organisations and as a mindset within all organisations, driving growth and success.</p> <p>Overall Topics:</p> <ul style="list-style-type: none"> • The history, development and importance of organisational behaviour • The role of the individual in organisation: perceptions, communication, diversity and motivation • Groups and teams: interactions, leadership and management • Organisational structure and its effects: culture, power, change and ethics • Understanding the skills, attributes and behaviours required for entrepreneurship and the importance of entrepreneurial thinking to organisations • Personal and professional development skills: presentation skills, reflecting on feedback, interviewing and CVC writing <p>➤ Autumn Semester (indicative):</p>

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

	<ul style="list-style-type: none"> ❖ Individuals in the Workplace <ul style="list-style-type: none"> • Introduction to OB, diversity in the workplace • Personality and individual learning and Bright Ideas launch • Motivation and engagement at work ❖ Groups and Teams in the Workplace <ul style="list-style-type: none"> • Organisational Culture • Working in Groups and Teams • Communication and perception ❖ Organisational Structure <ul style="list-style-type: none"> • Organisational structures • Organisational culture • Dealing with Conflict ➤ Spring Semester topics: <ul style="list-style-type: none"> • Management and leadership • Managing and leading change • Entrepreneurship essentials • Enterprise and Entrepreneurship in action • From Ideas to Action • Tools for Effective Enterprise • Introduction to Intrapreneurship
Teaching	Lectures and workshops
Assessment	<p>Study Option 1:</p> <ul style="list-style-type: none"> • Group report – 1,500 words (20%) • Group presentation (10%) • Individual portfolio of work – weekly tasks (70%) <p>Study Option 2:</p> <ul style="list-style-type: none"> • Individual written report – 1,000 words • Group report - 1,500 words

	<p>Study Option 3:</p> <ul style="list-style-type: none"> • Individual portfolio: <ul style="list-style-type: none"> ○ A completed CV ○ minimum of four self-assessments from the Career Zone ○ 1000 word reflection: entrepreneurial mindset
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Module Code	BS4206
Module Title	Business Design Thinking
Level	4
Prerequisites	None
Credits	<ul style="list-style-type: none"> • Full Year: 8 (US) 15 (ECTS) • Single Semester: 4 (US) 7.5 (ECTS)
Suitability	Study Options 1 or 2
Content	<p>Business design thinking is a set of methods, techniques applied to problems or opportunities to come up with ideas. In this module students will gain an understanding of and hands-on experience of the challenges of managing creativity and innovation within organisations. It enables students to experience first-hand some of the typical problems faced in organisations today and work on ways in which to solve these creatively. Students will be provided with frameworks and guidance on creative thinking and problem solving and be able to choose from a selection of problems (related also to their other modules at this level). Students will work with the input of real cases and external speakers and organisations and will be encouraged to present their ideas and findings.</p> <p>Students may work on problems specifically related to their programme e.g., entrepreneurship students may focus on developing their products or services, international business students on a global problem.</p> <p>In this module students will work on two projects. These will be informed in content by the other modules and this module will add frameworks and tools for creativity and problem solving.</p>

	<p>Students will explicitly be supported in the development of their creativity, problem solving, entrepreneurship and teamwork skills with tools, in-class exercises and specific sessions on skills.</p> <p>Key themes to the module include:</p> <ul style="list-style-type: none"> • Market research and analysis • Tools to identify and map organisational challenges • Lean start-up methodology • Human Centred Design and Design Thinking in Entrepreneurship • Critical evaluation of leadership and employability skills needed for creating a successful venture • Understanding personal values and strengths • Designing and presenting your portfolio • Anchor skills: <ul style="list-style-type: none"> - creativity - problem solving - entrepreneurship - teamwork
Teaching	Lectures, workshops, tutorials, field work and Business Incubation sessions
Assessment	<p>Study Option 1:</p> <ul style="list-style-type: none"> • Portfolio of evidence to support and reflect on the process followed in identifying organisational challenges – 2000 words (60%) • Presentation (5 mins) (20%) • Entries into ePortfolio tool – 600 words (20%)
	<p>Study Option 2:</p> <ul style="list-style-type: none"> • A version of Study Option 1 assessment
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LEVEL 5 – INTERMEDIATE – STRATEGY AND OPERATIONS MANAGEMENT

Module Code	BO5203
Module Title	International Business Operations
Level	5
Prerequisites	<ul style="list-style-type: none"> • Prior study of business/management • Can't be taken with BO6203
Credits	<ul style="list-style-type: none"> • Full Year: 8 (US) 15 (ECTS) • Single Semester: 4 (US) 7.5 (ECTS)
Suitability	Study Options 1 or 2 or 3
Content	<p>This module is designed to develop students' ability to evaluate different business environments and analyse opportunities and risks when an international company operates in an overseas market. This module will help students develop decision-making skills in operational issues for international companies.</p> <p>This module will include the following topics: global market environment, international market entry modes, international trade, risk management, culture and international human resource management (IHRM), global operations, international marketing, international finance, business ethics and corporate social responsibility.</p> <p>Overall Topics:</p> <ul style="list-style-type: none"> • Assessing the international business environment • Issues in market entry modes and international strategic alliances • Practical steps in international trade such as documentations and Intercoms • The analysis and management of risk in international business • Foreign exchange risks and transfer pricing • The management of cultural diversity and its relevance for IHRM • Global operations • International supply chain management • Social responsibility and ethical issues in international business <p>➤ Autumn Semester content:</p>

	<ul style="list-style-type: none"> • Global business environment • Strategic issues versus operational issues in international business • International trade • Joint Venture vs Strategic alliance • Greenfield vs Brownfield • Case Studies: Culture & IHRM, Marketing, Integrated <p>➤ Spring Semester content:</p> <ul style="list-style-type: none"> • Risk management – Analysis • Risk management - Strategies • Global Operations – Organisational Structure and Location strategies • Global Operations – Procurement and Production Strategies • Global Operations – Trade Documentation and Transport Systems • Global Supply Chain Risk Management Global Operations • Global Operations – International Distribution and Players (Institutions) • International finance • Future of Global Operations
Teaching	Lectures and tutorials.
Assessment	<p>Study Option 1:</p> <ul style="list-style-type: none"> • Group report – 2,000 words max (20%) • Group presentation – 15 minutes (10%) • Individual assignment – 4 questions (2,000 words max) (70%)
	<p>Study Option 2:</p> <ul style="list-style-type: none"> • Group presentation (25%) • 2 short essay questions – 1000 words (75%)
	<p>Study Option 3:</p> <ul style="list-style-type: none"> • Individual assignment – 4 questions (2,000 words max) (70%)
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Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

Module Code	BS5201
Module Title	Culture and International Business
Level	5
Prerequisites	Prior study of business/management
Credits	<ul style="list-style-type: none"> • Full Year: 8 (US) 15 (ECTS) • Single Semester: 4 (US) 7.5 (ECTS)
Suitability	Study Options 1 or 2 or 3
Content	<p>This module initially examines international business environments and internationalisation strategies. The former includes the study of regional economic integration and institutions such as the World Trade Organisation and their implications for businesses. The latter covers internationalisation theories and concepts, and how firms could use them to formulate appropriate internationalisation strategies. The module then explores issues of culture and examines their relevance to international management. In addition, it will develop students' skills of research, analysis, observation and communication in multicultural contexts. Students will work in groups to apply theories and concepts learnt in the module to a real company.</p> <p>Overall Topics (Indicative):</p> <ul style="list-style-type: none"> • Definitions of culture, identity and ethnicity • Stereotypes and generalisations • The meanings of cross-culture, intercultural and multiculturalism • Ethnography and ethnographic research • Issues of cross-cultural and intercultural communications • Culture and globalisation • The impacts of culture on multinational organisations • Culture and its implications for international management • Introduction to the main trends in the international economy • The theories of international trade and foreign direct investment • Frameworks for assessing country attractiveness and suitable foreign market entry modes • Different levels of economic integration • The role of the World Trade Organisation and other key international organisations • Foreign exchanges and financing international business • Ethical and social responsibility <p>➤ Autumn Semester: Culture</p>

	<ul style="list-style-type: none"> • Introduction to Cultural Theories • Culture and Communications • Communication Theories, Non-Verbal Communications • Culture Shock • HRM and Expats • Mergers and Acquisitions, Joint Ventures and Negotiations <p>➤ Spring Semester: International Business</p> <ul style="list-style-type: none"> • Foreign Market Entry Modes • Foreign Direct Investment • Assessing Country Attractiveness • Trade Blocs including the EU • Trade theory • Global Responsiveness Matrix • Joint Ventures
Teaching	Lectures and tutorials.
Assessment	<p>Study Option 1:</p> <ul style="list-style-type: none"> • 2,500-word case study (50%) • Live Brief Business Analysis: 15-minute group presentation (30%) • Online MCQ test – 60 questions in 45 minutes (20%)
	<p>Study Option 2:</p> <ul style="list-style-type: none"> • Live Brief Business Analysis: 15-minute group presentation (50%) • 1,500-word case study (50%)
	<p>Study Option 3:</p> <ul style="list-style-type: none"> • 2,500-word report (60%) • Online MCQ test – 60 questions in 45 minutes (40%)
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Module Code	BO5204
Module Title	Global Operations
Level	5
Prerequisites	None
Credits	4 (US) 7.5 (ECTS)
Suitability	<ul style="list-style-type: none"> • This module runs entirely in the Spring semester. • Study Options 1 or 3
Content	<p>Global Operations is designed to develop students’ ability to analyse different business opportunities and risks when a firm’s operation goes beyond the domestic market. Students will also comprehend the practical knowledge and expertise required in a variety of operational circumstances that an international company can be faced with. This module will help students develop an integrative framework of facilitating global operations which deal with organisational structure, location decisions, international procurement and production strategies, international transport, and global supply chain risk management.</p> <p>Topics:</p> <ul style="list-style-type: none"> • Global Operations: Organisational Structure and Location strategies • Global Operations: Procurement and Production Strategies • Global Operations: Trade Documentation and Transport Systems • Global Operations: International Distribution and Players (Institutions) • International Finance • Risk Management • Future of Global Operations
Teaching	Lectures and tutorials
Assessment	<ul style="list-style-type: none"> • Individual assignment – 4 questions (2000 words max) (100%)
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Module Code	BS5202
Module Title	Entrepreneurship
Level	5
Prerequisites	Prior study of business/management
Credits	<ul style="list-style-type: none"> • Full Year: 8 (US) 15 (ECTS) • Single Semester: 4 (US) 7.5 (ECTS)
Suitability	<ul style="list-style-type: none"> • Study Options 1 or 2 or 3 • Can't be taken with BS4202
Content	<p>This module provides an opportunity to engage in developing a business plan for starting up a new venture or launching an innovative product/service. Students will find out what it takes to develop a business plan from idea generation, feasibility analysis, marketing strategy, business model development to making financial analysis for a business plan. Students will thus learn about the different aspects of entrepreneurship and business planning.</p> <p>Overall Topics:</p> <ul style="list-style-type: none"> • Understanding what skills, attributes and behaviours are required for entrepreneurship • Opportunity identification, assessment and development – market feasibility and lean start-ups • Preparing a business plan • Marketing strategies for a business plan • Sources of finance for new ventures (venture capital, business angels, family and friends etc.) • Financial planning for new ventures (cash flow, break-even analysis and profit and loss statement) • Business model development <p>➤ Autumn Semester Topics:</p> <ul style="list-style-type: none"> • What is entrepreneurship? What is innovation? • Role of entrepreneurship in economic development • Government & policy perspective, environment for entrepreneurship: the role of innovation systems • Opportunity identification • Entrepreneurial mindset

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

	<ul style="list-style-type: none"> • Resource allocation, & team building • Business Models • Markets Value proposition & USP • Pitching your Business Idea • Sources of Finance <p>➤ Spring Semester topics:</p> <ul style="list-style-type: none"> • Social Entrepreneurship • Corporate Entrepreneurship • Tech Entrepreneurship • Business Plan • Hackathon • Personal Reflection, Personal development
Teaching	Lectures and interactive workshops
Assessment	<p>Study Option 1:</p> <ul style="list-style-type: none"> • Group Business idea presentation (20%) • Individual Bright Ideas Competition submission – up to 1,000 words (20%) • Individual report/reflection (2000 words) (60%)
	<p>Study Option 2:</p> <ul style="list-style-type: none"> • Individual report and reflection - 2000 words (60%) • Group Business Idea presentation
	<p>Study Option 3:</p> <ul style="list-style-type: none"> • Individual report/reflection (2000 words) (100%)
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LEVEL 6 (ADVANCED) – STRATEGY AND OPERATIONS MANAGEMENT

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

Module Code	BO6032
Module Title	Service Operations Management
Level	6
Prerequisites	Prior study of operations management
Credits	<ul style="list-style-type: none"> • Full Year: 8 (US) 15 (ECTS) • Single Semester: 4 (US) 7.5 (ECTS)
Suitability	Study Options 1 or 2 or 3
Content	<p>This module explores the concepts, tools and techniques associated with Service Operations and focuses upon service evaluation, enhancement and improvement. The module is suitable for careers in retailing, financial services and consultancy.</p> <p>Overall Topics:</p> <ul style="list-style-type: none"> • Defining and contextualising service operations management • Evaluating service operations concepts, tools and techniques • Comparing and contrasting alternative approaches to managing and improving service operations • Evaluating and utilising service quality models • Establishing the role of service networks and the creation of service value • Appraise Service Operations within a global context <p>➤ Autumn Semester topics:</p> <ul style="list-style-type: none"> • Introducing service operations management • Understanding the challenges for operations managers • Developing and using the service concept • Understanding customers and relationships • Managing customer expectations and perceptions • Managing supply networks and supplier relationships • Designing the customer experience • Designing the service process • Managing service resources <p>➤ Spring Semester topics:</p> <ul style="list-style-type: none"> • Designing the Service Process • Measuring, Controlling and Managing

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

	<ul style="list-style-type: none"> • Managing People • Driving continuous improvement • Learning from problems • Learning from other operations • Creating and implementing the strategy • Understanding and influencing culture • Building a world-class service organisation
Teaching	Weekly one-hour lectures and two-hour workshops
Assessment	Study Option 1: <ul style="list-style-type: none"> • Literature review – 3000 words (20%) • Class Presentation (30%) • 3,000-word case-based analysis (50%)
	Study Option 2: <ul style="list-style-type: none"> • Class Presentation (60%) • 3,000-word literature review (40%)
	Study Option 3: <ul style="list-style-type: none"> • 3,000-word case-based analysis (100%)
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Module Code	BO6203
Module Title	International Business Operations
Level	6
Prerequisites	Prior study of international business/management
Credits	<ul style="list-style-type: none"> • Full Year: 8 (US) 15 (ECTS) • Single Semester: 4 (US) 7.5 (ECTS)
Suitability	<ul style="list-style-type: none"> • Study Options 1 or 2 • Cannot be taken with BO5203
Content	<p>This module is designed to develop students’ ability to assess the business environment faced by an international company and evaluate opportunities and risks in international market places. This module will help students develop decision making skills in operational issues for international companies.</p> <p>This module will include the following topics: global market environment, international market entry modes, international trade, risk management, culture and international human resource management, global operations, international marketing, international finance, business ethics and corporate social responsibility.</p> <p>Overall Topics:</p> <ul style="list-style-type: none"> • Models for assessing international business environment • Entry modes and the partner interaction issues in international strategic alliances • Procedures, documents, and INCOTERMS used in international trade • The analysis and management of risk in international business; the control/risk/return trade-offs • Foreign exchange risks and their management; cash flow management; transfer pricing • The management of cultural diversity and its relevance for IHRM and relationships with business partners • Location decisions • Global operations • International logistics • Social responsibility and ethical issues in international business • Future trends in international business <p>➤ Autumn Semester Content:</p>

	<ul style="list-style-type: none"> • Globalization of markets and competition • The emerging Global environment • Globalisation societies and cultures • Globalization Sustainable Development and Social Responsibility • Designing a global strategy • Assessing countries attractiveness • Entry and competing in foreign markets • Global strategic alliances and Joint venture <p>➤ Spring Semester Content:</p> <ul style="list-style-type: none"> • Global Operations and Digital Networks • Global Innovation • Global Financial Management • Global Human Resource Management • Designing Global Organisation • Current and Future Trends in Globalisation • Global Marketing • Global Mergers and Acquisitions • Global Strategic Management in Action
Teaching	Weekly lectures and tutorials
Assessment	<p>Study Option 1:</p> <ul style="list-style-type: none"> • Individual assignment – 4 short essay questions (2000 words) (50%) • Individual assignment – 4 short essay questions (2000 words) (50%) <p>Study Option 2:</p> <ul style="list-style-type: none"> • Individual assignment – 4 short essay questions (2000 words) (100%)
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Module Code	BS6201
Module Title	Strategic Management
Level	6

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

Prerequisites	Substantial prior study of business/management
Credits	<ul style="list-style-type: none"> • Full Year: 8 (US) 15 (ECTS) • Single Semester: 4 (US) 7.5 (ECTS)
Suitability	Study Options 1 or 2
them	<p>Organisations are faced with many questions, such as:</p> <ul style="list-style-type: none"> • How does an organisation achieve sustainable competitive advantage? • How does an organisation grow and develop • Which opportunities should be pursued? How? • Which threats should be avoided? How? <p>and many more, every day and need to develop appropriate and acceptable responses. This module seeks to explain the importance of analysing the operating environment of an organisation and developing a thorough understanding of the options facing an organisation, in order to craft and implement an appropriate strategy in response to stakeholder requirements.</p> <p>Strategic Management brings together the many different modules that students would have studied in a business/management degree programme. It is a reflection of how all business functions need to be integrated and complimentary in order for an organisation to achieve sustainable competitive advantage.</p> <p>The first phase of the module will be an intensive examination of key analytical frameworks and approaches to formulating strategic plans. This will provide essential knowledge and understanding for the second part of the module.</p> <p>During the second semester students will participate in a business simulation which will give them the opportunity to develop and practice their analytical and decision-making skills and powers of persuasion.</p> <p>➤ Autumn Semester Content:</p> <p>❖ Strategic Position</p> <ul style="list-style-type: none"> • Introducing strategy and Macro-environment analysis • Industry and sector analysis • Resources and capabilities analysis • Stakeholders and governance • History and culture

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

	<ul style="list-style-type: none"> ❖ Strategic Choices <ul style="list-style-type: none"> • Business strategy and business models • Corporate strategy • Mergers and Acquisitions • Entrepreneurship and innovation • Digital strategy • International strategy ➤ Spring Semester Content: ❖ Strategy in Action <ul style="list-style-type: none"> • Evaluating Strategies • Strategy Development Process • Organising and Strategy • Leadership and Strategic Change • The Practice of Strategy ❖ Strategy Simulation <ul style="list-style-type: none"> • Online simulation
Teaching	Lectures and interactive workshops
Assessment	Study Option 1: <ul style="list-style-type: none"> • Industry analysis case study report – 3,000 words max (40%) • Engagement and participation log (20%) • Personal essay (30%) • MCQ Online test – 20 mins (10%)
	Study Option 2: <ul style="list-style-type: none"> • Industry analysis case study report – 3,000 words max (90%) • MCQ Online test (10%)
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Module Code	BS6202
Module Title	International Business Practice
Level	6
Prerequisites	Prior study of international business/management
Credits	<ul style="list-style-type: none"> • Full Year: 8 (US) 15 (ECTS) • Single Semester: 4 (US) 7.5 (ECTS)
Suitability	Study Options 1 or 2
Content	<p>This module carries a strong focus on the practical and applied element of international business. Building on students' previous knowledge of international business theories and concepts, this module develops students' skills in applying theories into the real international business world through experiential learning. The module also develops students' critical thinking and ability to engage in the latest debates and issues facing international business organisations and to offer recommendations to solve real-life international business problems based on proper research data and analysis.</p> <p>Students will be required to work in international teams and individually to complete the two pieces of coursework on this module. Successful completion of this module will enhance students' ability to work in an international context and equip them with in-depth understanding and insights of international business in practice.</p> <p>Overall Topics:</p> <ul style="list-style-type: none"> • Contemporary international business debates and issues • Research design: developing a coherent proposal linking aims, data requirements, and methods of collection and analysis; understanding issues of validity; generic types of research objective; general types of research design (experimental, quasi-experimental, non-experimental); scope of design in business and organisational contexts • Introduction to qualitative and quantitative research • Methods of data collection, including secondary data collection • Methods of data analysis • Effective business report writing • Working in international teams <p>➤ Autumn Semester Topics:</p> <ul style="list-style-type: none"> • International business environment • competitive advantage and corporate growth • Globalisation and organisation structure of MNCs • Project Consultancy and International Business Project Work

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

	<ul style="list-style-type: none"> • Analysis the IBP environment: Research methods & Tools • International Business and Project consultancy • Project Mentoring <p>➤ Spring Semester Topics:</p> <ul style="list-style-type: none"> • Project Mentoring • Client Company Meetings • IBP Presentation
Teaching	A series of tutor-led facilitating workshops
Assessment	<p>Study Option 1:</p> <ul style="list-style-type: none"> • Business consultancy group report – 4,500 words (40%) • Case study discussion/presentation (25%) • Individual report – 2000 words (35%) <p>Study Option 2:</p> <ul style="list-style-type: none"> • Business consultancy group report – 4,500 words (40%) • Individual report -2000 words (60%)
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Module Code	BS6701
Module Title	Innovation
Level	6
Prerequisites	Prior study of international business/management
Credits	<ul style="list-style-type: none"> • Full Year: 8 (US) 15 (ECTS) • Single Semester: 4 (US) 7.5 (ECTS)
Suitability	Study Options 1 or 2 or 3
Content	Innovation acts as a key driver for economic growth providing social and economic benefits for local, national and international communities. Without innovation, our social and economic systems do not function!

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

	<p>This module encourages students to understand how innovation actually happens by carrying out a practical innovation audit within a large established organisation. Students will identify critical issues and skills needed to achieve entrepreneurially driven innovation. Since employers are seeking creative students who are able to initiate and participate in innovation activity, this module will enhance student employability in the wider world of work.</p> <p>Topics:</p> <ul style="list-style-type: none"> ➤ Autumn Semester: Innovation within the Organization and for Individuals <ul style="list-style-type: none"> • What is innovation? different types of innovation • Creativity, Innovation and Lateral Thinking • Sources of innovation • Search strategies for innovation • Forecasting Emerging Opportunities for Innovation • Selecting Innovation Projects • Social innovation • Sustainability • Technological Innovation • Productivity and Innovation ➤ Spring Semester: Innovation Management & Innovation within the Economy <ul style="list-style-type: none"> • Battle of Entry • Disruptive Innovation • Innovation in Developing and Emerging Economies Innovation, globalization, and development • Leadership and Organization of Innovation • Developing New Products and Services • Commercialization and Diffusion of Innovations • Exploiting Knowledge and Intellectual Property • Learning to Manage Innovation and Entrepreneurship • Users as Innovators • Open and Discontinuous Innovation
Teaching	Lectures and workshops
Assessment	<p>Study Option 1:</p> <ul style="list-style-type: none"> • Group presentation (30%) • Industry innovation report – 1,500 words and 200 words reflective summary (70%)

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

	<p>Study Option 2:</p> <ul style="list-style-type: none"> • Group presentation (30%) • Industry innovation assignment – 1,500 words and 200 words reflective summary (70%)
	<p>Study Option 3:</p> <ul style="list-style-type: none"> • TBC
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