University of Hertfordshire UH Hertfordshire Business School

A-Z Directory of Undergraduate Modules for Exchange and Study Abroad Students

September 2016

INTRODUCTION

This module directory is specifically designed for exchange students to select modules at Hertfordshire Business School. Before you start browsing, please read the following instructions to help you choose the right modules.

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

4	**BUS**	**1234**
Module level	School of study	Module code

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

   Level 4 - First year module
   Level 5 - Second year module
   Level 6 - Third/ final year module

3. Some of the modules may have co-requisites or pre-requisites which you will find indicated in each module. Please note for you, as an exchange student:

   In both cases you must have had previously studied the subject, if you want to take up the module. We may require you to provide a module description in order to evidence prior study.

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

4. There may be modules which are offered both semesters: semester A and B these will be indicated like this:

   Semester: A/B

   You can choose to study module during the semester A or B. Then choosing the module, you must indicate in which semester you wish to study it.

5. If the module is yearlong it will be indicated like this:

   Semester: AB

   This mean you need to be an exchange student who is studying with us for a whole academic year starting in September and finishing in May.

6. The table below indicates the correspondence of ECTS credits to Hertfordshire credits:

Hertfordshire credits	ECTS
15	7.5
30	15

LEVEL 4 MODULE INFORMATION 10
Accounting for Business 10
Accounting for Managers 10
Accounting in Society 10
Accounting Principles 11
Analytical Techniques for Accountants 11
Analytical Techniques for Finance 11
Basic Statistics 11
Creativity, Technology and Innovation 12
Digital Marketing Essentials 12
Ethics, Governance and Law 12
Economics for Accountants 12
Economics for Business 13
Economics Tools and Techniques 13
Economy and Society 13
Fashion: Introduction to Creative Processes 14
Fashion: Introduction to Technical and IT Skills 14
Financial Analysis Techniques 14
Global Perspectives in Business 15
Global Perspectives in Economics Error! Bookmark not defined.
Global Perspectives in Tourism and Event Management Error! Bookmark not defined.
Image, Paper, Screen: Working with Media 16
Information Systems for Business 16
Information Technology for Business and Management 16
Information Technology Management for Business 17
International Environment of Business 1: Economics 17
International Environment of Business 2: Ethics and Culture 17
Introduction to Business and Management 17
Introduction to Business Operations 18
Introduction to Human Resource Management 18
Introduction to Macroeconomics 18
Introduction to Management 19
Introduction to Marketing Communications 19
Introduction to Microeconomics 19
Legal Issues for Business 19
Legal Issues for Human Resources Error! Bookmark not defined.
Marketing Data Analysis 20
Methods and Systems for Business Decisions 20

People Resourcing Error! Bookmark not defined.
People and Organisations 20
Principles of Finance 20
Principles of Marketing 21
Principles of Programming 21
Principles of Tourism Marketing Error! Bookmark not defined.
Professional Development in Advertising 21
Professional Development for Marketers 21
Professionalism in Event Management 22
Professionalism in Tourism Management 22
Quantitative Methods for Business 22
Quantitative Methods for Management 23
The Accounting Professional 23
The Business Professional 23
The Economics Professional 24
The Event Industry Error! Bookmark not defined.
The Finance Professional 24
The Geography of Travel and Tourism Error! Bookmark not defined.
Tourism and Events: Data Analysis in Practice 24
Work and Organisations 24

LEVEL 5 MODULE INFORMATION 25
Advertising Concepts and Campaigns 25
Analysing Financial Information 25
Analysing Financial Statements 25
Aspects of Law for the Tourist Industry 25
Business Analysis Tools 26
Business Economics Error! Bookmark not defined.
Consumer Behaviour 26
Consumers, Firms and Markets 26
Cost and Performance Management 27
Creativity in Advertising 27
Campaign production management 27
Cross-Cultural Management 27
Digital Marketing in Practice 27
Econometrics 28
Economic Growth, Aggregate Price and Income Error! Bookmark not defined.
Economics of European Integration 28
Enhancing Employability 28

Enhancing Employability in Accounting and Finance 28
Enhancing Employability in Advertising 29
Enhancing Employability in Economics 30
Enhancing Employability in Event Management 30
Enhancing Employability in Human Resource Management 30
Enhancing Employability in Marketing 31
Enhancing Employability in Tourism 31
Enterprise 32
Enterprise Applications Error! Bookmark not defined.
European Consumer Markets: Issues and Trends 32
European Employment Relations 32
Event Planning, Design and Community Engagement 32
Exploring Business Ethics 33
Fashion: Developing Design for Production 33
Fashion: Understanding Markets and Trends 33
Financial Accounting and Reporting Error! Bookmark not defined.
Financial Information for Managers 33
Financial Management Error! Bookmark not defined.
Financial Markets and Instruments Error! Bookmark not defined.
Geopolitics 34
Human Computer Interaction for Commercial Applications 34
Human Resource Management in Europe 35
Individual Employment Law 35
Information Systems for Human Resource Management 35
International Field Trip 36
International Supply Chain Management in Europe 36
International Trade and the Open Economy 36
ITMB Development Exercise 37
Labour Economics 37
Labour Market Policy 37
Legal Issues for Managers 37
Macro Foundations for Finance 38
Management Accounting for Business Decisions 39
Managing People 39
Managing the Small Business in the Music Industry Error! Bookmark not defined.
Marketing for the Creative and Cultural Industries 39
Marketing for the Small Enterprise 39
Marketing Planning 40

Mobile Business Technologies 40
Modelling Business Problems 40
Operations Management for Events 41
Organisational Psychology 41
Performance Management and Reward 41
Principles of Corporate Finance Error! Bookmark not defined.
Principles of Operations Management 41
Product Innovation (International) 42
Project Planning and Control 42
Public Relations Concepts and Campaigns 42
Quantitative Methods for Finance Error! Bookmark not defined.
Responsible Tourism 1: Society and Culture 43
Risk Management and Security for Events 43
Services Marketing 43
Statistical Modelling 44
Strategic Marketing Planning 44
Techniques of Economic Analysis 44
The Event Experience 44
The International Tourism Business 45
The Tourist Market 45
Trends in Technology 45
Understanding Customers 45

LEVEL 6 MODULE INFORMATION 47
Accounting and Finance in the Voluntary Sector 47
Advanced Corporate Finance 47
Advanced Corporate Reporting 47
Advanced Integrated Marketing Internship 47
Advanced Project and Risk Management 48
Advertising Strategy 48
Agency Relations 48
Analysis of Current Issues in Finance 49
Anatomy of Financial Crises 49
Behavioural Finance 49
Business and Commercial Awareness 50
Business Events 50
Business Strategy 50
Business to Business Marketing 50
Contemporary Issues in Accounting and Finance 51

Contemporary Issues in Business and Management 51
Contemporary Issues in Economics 51
Contemporary Issues in Ethics, Business and Sustainability 52
Contemporary Issues in Event Management 52
Contemporary Issues in Human Resource Management 52
Contemporary Issues in International Management Error! Bookmark not defined.
Contemporary Issues in Marketing 53
Contemporary Issues in Tourism Management 53
Corporate Governance 53
Corporate Treasury Management 54
Creative Problem Solving for Managers 54
Databases for Management Decision Making 54
Data Mining and Visualisation A (Warehousing) 55
Data Mining and Visualisation B (Data Visualisation) Error! Bookmark not defined.
Destination Marketing 55
Dissertation 55
Economics of Business Organisation 56
Electronic Commerce 56
Employment Relations 56
Event Impacts and Legacies 56
Event Project 57
Events and Politics 57
Fashion: Professional Portfolio (MKTG) 57
Financial Management in the Public Sector 57
Financial Strategy Error! Bookmark not defined.
Forecasting Methods for Managers 58
Game Theory and Economic Applications 58
Global Finance and Markets 58
Global Marketing Ethics and Culture 59
Industry Practice 59
Information Systems and Knowledge Management 59
International Financial Management 60
International Human Resource Management 60
International Human Resource Management in Practice 60
International Production and Governance 61
International Strategic Management 61
Islamic Banking and Finance 61
Issues in Global Economy 62

Issues in International Relations 62
IT Management for Business Project 62
Knowledge Management and Business Intelligence 62
Leadership and Organisations 63
Linear Modelling 63
Macroeconomic Performance 64
Management Decision Making 64
Management Science in Business 64
Managing Media and Communications 65
Market and Social Research 65
Marketing Communications 65
Markets, Competition & Policy Performance 65
Modern Econometrics 66
Money, Banking and Finance 66
Multivariate Statistics 66
Music Marketing 67
Niche Tourism 67
Organisational Behaviour 67
Performance Strategy 67
Placement Portfolio 68
Practice of Auditing Error! Bookmark not defined.
Professional Issues in Computing 68
Project Management 68
Psychology and Consumer Behaviour Error! Bookmark not defined.
Public Relations Strategy 69
Quality and Change Management 69
Responsible Tourism 2: Environment and Economy 69
Sales and Key Account Management 70
Service Operations Management 70
Small Business and Entrepreneurship 70
Small Business Management 71
Social Networking and Enterprise 71
Sponsorship, Partnership and Finance 71
Strategic Brand Management 71
Strategic Cost Management 72
Strategic HRM Perspectives 72
Strategic Leadership in a Changing World 72
Strategic Management Accounting 73

Strategic Tourism Planning 73
Supply Chain Management 73
Sustainability Marketing 73
Taxation for Non-Specialists 74
Training and Development 74
Understanding Challenges in the Third Sector 74
Using IT to Gain Strategic Advantage 74
Visitor Attraction Management 75
Web Application Development A (Design) 75
Web Application Development B (Enhancement) Error! Bookmark not defined.

LANGUAGE MODULE CODES 76

LEVEL 4 MODULE INFORMATION

Accounting for Business

Module Code: **4BUS1043** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 4 **Semesters:** A/B
Co-requisites: None
Prohibited Combinations: Accounting for Managers, Accounting Principles, Financial Analysis Techniques, Analytical Techniques for Accountants

Module Contents

The module provides an introduction to accounting from the manager's viewpoint.
Areas covered include the collection and reporting of accounting information to both internal and external users, as well as the use and interpretation of publicly available accounting information. The role of accounting in supporting the management functions of planning, control, and decision-making is also covered.
Indicative topics include:

- preparation and presentation of a simple income statement and balance sheet, including the need for adjustments such as depreciation, accruals, prepayments and bad debts;
- the difference between profit and cash;
- interpretation of an income statement and a balance sheet using ratio analysis;
- costing: cost behaviour; marginal costing - methods and uses; absorption costing - methods and uses;
- budgeting: nature and purpose of budgeting; its contribution to planning, control and motivation in an organisation; preparation of simple budgets.

Accounting for Managers

Module Code: **4BUS1096** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 4 **Semesters:** A
Co-requisites: None
Prohibited Combinations: Accounting for Business, Accounting Principles, Financial Analysis Techniques, Analytical Techniques for Accountants

Module Contents

The module provides an introduction to accounting from the manager's viewpoint.
Areas covered include the collection and reporting of accounting information to both internal and external users, as well as the use and interpretation of publicity available accounting information. The role of accounting in supporting the management functions of planning, control and decision-making is also covered.
Indicative topics include:

- preparation and presentation of a simple income statement and balance sheet, including the need for adjustments such as depreciation, accruals, prepayments and bad debts;
- the difference between profit and cash;
- interpretation of an income statement and a balance sheet using ratio analysis;
- costing: cost behaviour; marginal costing - methods and uses; absorption costing - methods and uses;
- budgeting: nature and purpose of budgeting; its contribution to planning, control and motivation in an organisation; preparation of simple budgets.

Accounting in Society

Module Code: **4BUS1100** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 4 **Semesters:** A
Co-requisites: None
Prohibited Combinations: Principles of Accounting, The Accounting Professional

Module Contents

Business and Public Organisations exist in society to meet a range of different needs such as providing employment, investment opportunities, the production of goods and services including social services and much more. By virtue of having a licence to exist organisations owe society some form of accountability. Accounting occupies a key position in the functioning of our modern industrial society and is relied upon to provide us with the evidence of that accountability. In this module we examine the role of accounting, management information and ethics and see how these interact with the structure of different types of organisations and their leadership & management.

Accounting Principles

Module Code: **4BUS1098** **Assessment:** 50% coursework / 50% exam
Credit Points: 30 **Level:** 4 **Semesters:** AB
Co-requisites: None
Prohibited Combinations: None

Module Contents

To gain an introduction to financial accounting, management accounting and finance, suitable for those who intend to specialise in these areas subsequently.

Analytical Techniques for Accountants

Module Code: **4BUS1101** **Assessment:** 100% exam
Credit Points: 15 **Level:** 4 **Semesters:** B
Co-requisites: None
Prohibited Combinations: Analytical Techniques for Finance, Quantitative Methods for Business & Management, Methods and Systems for Business Decisions, Quantitative Methods for Economics, Marketing Data Analysis, Tourism & Events: Data Analysis in Practice

Module Contents

This module introduces the student to a number of essential mathematical and statistical techniques that are used in business in general, and in accounting and finance in particular. Particular attention will be paid to the circumstances in which the methods considered should be employed.
The following quantitative methods will be considered on this module:

- Solving equations
- Calculating probability
- Summarising and analysing data
- Relationships between variables
- Forecasting techniques and how to apply them
- Financial Mathematics
- Understanding of measures of risk (such as measures of dispersion)

Analytical Techniques for Finance

Module Code: **4BUS1105** **Assessment:** 30% coursework / 70% exam
Credit Points: 15 **Level:** 4 **Semesters:** B
Co-requisites: None
Prohibited Combinations: Analytical Techniques for Accountants, Quantitative Methods for Business & Management, Methods and Systems for Business Decisions, Quantitative Methods for Economics, Marketing Data Analysis, Tourism & Events: Data Analysis in Practice

Module Contents

This module introduces the student to a number of essential mathematical and statistical techniques that are used in business in general, and in finance in particular. Specific attention will be paid to the circumstances in which the methods considered should be employed.
The following quantitative methods will be considered on this module: equations and graphs; measures of location and dispersion; probability; the Normal distribution; confidence intervals; hypothesis testing; correlation and simple linear regression; time value of money; weighted averages and indices.

Basic Statistics

Module Code: **4BUS0075** **Assessment:** 40% coursework / 60% exam
Credit Points: 15 **Level:** 4 **Semesters:** A
Co-requisites: None
Prohibited Combinations: None

Module Contents

This is an introductory module in statistics. Basic ideas such as initial data analysis, the mean, standard deviation and variance, probability, statistical distributions, the use of a statistical package, the use of data for inference and decision making are covered. This involves confidence intervals for means and techniques for hypothesis testing for differences between means, differences between proportions and for the size of a correlation.
Other topics covered include simple linear regression, and the analysis of category data and contingency tables.

A wide variety of situations in which these techniques may be employed will be considered, with examples taken from business, engineering, science, social sciences, etc. The emphasis throughout is on conceptual understanding and the development of practical statistical skills, supported by the use of a statistical computer package.

Creativity, Technology and Innovation

Module Code: **4BUS1013** **Assessment:** 70% coursework/ 30% practice
Credit Points: 15 **Level:** 4 **Semester:** B
Co-requisites: Principles of Marketing
Prohibited Combinations: None

Module Contents

This module covers the main theoretical models of the discipline, and an understanding of the external environmental climate for products and services, and the main business processes and resources affected when businesses react to these new challenges. Appropriate international perspectives will be included.
Creativity, technology and innovation are three important interrelated drivers for internal and external marketing strategy. Marketers are increasingly being challenged to manage these assets, and driver changes in business processes and resource skills. How can marketers utilise these assets to create, develop and deliver customer valued products and services? How will this reconcile with the corporate imperative to make profits? Externally, how does the consumer and customer react to these new technologies? Will patterns of business and markets change as a consequence of these sometimes discontinuous innovations? Creativity in the products and marketplaces produce their own unique challenges, do they represent opportunities or threats to market leadership?

Digital Marketing Essentials

Module Code: **4BUS1086** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 4 **Semester:** A
Co-requisites: None
Prohibited Combinations: None

Module Contents

This module introduces students to digital marketing tools and techniques widely used by marketers across different kinds of organisations. The module is highly interactive and uses current case study material to expose students to digital marketing campaigns - success and failures-, digital marketing evaluation techniques and integration of digital marketing with organisations' overall business strategy and marketing communication.

Ethics, Governance and Law

Module Code: **4BUS1084** **Assessment:** 40% coursework 60% exam
Credit Points: 15 **Level:** 4 **Semester:** A
Co-requisites: None
Prohibited Combinations: None

Module Contents

This module will cover the basics of the English Legal system as they apply to businesses and professionals. Typical content will be the English legal system, company formation, contract law, tort of negligence, ethics and corporate governance.

Economics for Accountants

Module Code: **4BUS1109** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 4 **Semesters:** B
Co-requisites: None
Prohibited Combinations: Introduction to Macroeconomics, Introduction to Microeconomics, Economics for Business (B)

Module Contents

This module aims to enable students to understand the economic context of modern business in which accountants will operate by introducing and developing an appreciation of the utility of economic approaches in studying the business environment. The basic tools and approaches which economists use; demand and supply and industry analysis, among others; will be introduced and applied to help understand the economic issues involved and the public policy which can be derived. Economics, of course, provides one of the key pillars of a solid education in business and this module represents some first steps in this direction as well as highlighting some of the major contemporary issues in our society such as the financial crisis and recession.

Economics for Business

Module Code: **4BUS1037** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 4 **Semester:** A/B
Co-requisites: None
Prohibited Combinations: Introduction to Macroeconomics, Introduction to Microeconomics, Economics for Accountants, Economics for Business (B)

Module Contents

This module aims to enable students to understand the economic context of modern business by introducing and developing an appreciation of the utility of economic approaches in studying the business environment. The basic tools and approaches which economists use; demand and supply and industry analysis, among others; will be introduced and applied to help understand the economic issues involved and the public policy which can be derived. Economics, of course, provides one of the key pillars of a solid education in business and this module represents some first steps in this direction as well as highlighting some of the major contemporary issues in our society such as the credit crunch and recession.

Economics Tools and Techniques

Module Code: **4BUS1107** **Assessment:** 100% coursework
Credit Points: 30 **Level:** 4 **Semesters:** AB
Co-requisites: None
Prohibited Combinations: Quantitative Methods for Economics

Module Contents

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

Economy and Society

Module Code: **4BUS1108** **Assessment:** 50% coursework / 50% exam
Credit Points: 15 **Level:** 4 **Semesters:** B
Co-requisites: Introduction to Microeconomics **OR** Economics for Business
Prohibited Combinations: None

Module Contents

This engaging contextual module showcases the scope and power of economics in understanding many of the key issues which face society. It explores globalisation, economic development and the onward march of the market in societies such as the UK and elsewhere. The module also considers the limits of the market and economic analysis itself, in considering some ethical and moral issues in contemporary business and the economy. The module will appeal to economics and non-economics students in considering the value of economics in tackling some of the big issues facing modern economies and societies, thus providing valuable context for the theory they will learn elsewhere.
Topics will include:

- A brief economic history of the world economy
- Globalisation
- Important economic institutions – e.g. government, the legal system, WTO
- The market in modern society
- The limits of the market
- Financial crisis
- Can economics explain everything? Ethical considerations – environment, social responsibility

Ethics Governance and Law

Module Code: **4BUS1084** **Assessment:** 40% coursework / 60% exam
Credit Points: 15 **Level:** 4 **Semesters:** A
Co-requisites: None
Prohibited Combinations: None

Module Contents

This module will cover the basics of the English Legal system as they apply to businesses and professionals.
Typical content will be the English legal system, company formation, contract law, tort of negligence, ethics and corporate governance.

Fashion: Introduction to Creative Processes *(This module belongs to the School of Art & Design)*
Module Code: **4ARD0022** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 4 **Semester:** A
Co-requisites: None
Prohibited Combination: None

Module Contents:
This module provides opportunities to understand some of the processes at work within the field of fashion creation and development. It will establish the notion of the 'anthropologist' within the retail environment, investigating how shops function and how/why consumers buy fashion.
Projects will focus on developing research skills in relation to design and will include aspects of drawing, representation and communication; the beginnings of designing and making for specific contexts.

Fashion: Introduction to Technical and IT Skills *(This module belongs to the School of Art & Design)*
Module Code: **4ARD0023** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 4 **Semester:** B
Co-requisites: None
Prohibited Combination: None

Module Contents:
This module is aimed at introducing students to the fundamental skills and technologies underpinning the design and making processes. Both manual skills and the use of basic technologies are employed. The module includes introductions to construction methods, fabric awareness, basic pattern cutting and development techniques. Induction to general health and safety issues as well as specific inductions to health and safety in relation to specific workshop areas and equipment. Students undertake learning in the workshops and studio spaces, working in groups on practical activities. Students are expected to document their work as they progress through the module.

Financial Analysis Techniques
Module Code: **4BUS1097** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 4 **Semesters:** A
Co-requisites: None
Prohibited Combinations: Accounting for Business, Accounting for Managers, Accounting Principles, Analytical Techniques for Accountants

Module Contents:
The module provides an introduction to accounting from the manager's viewpoint. Areas covered include the collection and reporting of accounting information to both internal and external users, as well as the use and interpretation of publicly available accounting information. The role of accounting in supporting the management functions of planning, control and decision-making is also covered.
Indicative topics include:

- preparation and presentation of a simple income statement and balance sheet, including the need for
- adjustments such as depreciation, accruals, prepayments and bad debts;
- the difference between profit and cash;
- interpretation of an income statement and a balance sheet using ratio analysis;
- costing: cost behaviour; marginal costing - methods and uses; absorption costing - methods and uses;
- budgeting: nature and purpose of budgeting; its contribution to planning, control and motivation in an organisation; preparation of simple budgets.

Global Event Industry
Module Code: 4BUS1121 **Assessment:** 40% coursework / 60% exam
Credit Points: 15 **Level:** 4 **Semester:** A
Co-requisites: 4BUS1098 Accounting Principles; 4BUS1103 Principles of Finance
Prohibited: 5BUS1158 Financial Management; 5BUS1149 Business Finance

Module Contents
Internationalisation of business is creating a substantial increase in intercultural contact, which is reflected in the skills set of managers operating in a globalised world. Managers need to develop sensitivity to and a critical understanding of issues arising out of cultural difference, and be equipped to manage and operate in diversity.
The module will explore themes of: a) concepts of culture, b) cultural differences and c) globalisation. It will also explore related ideas such as ethnocentrism and prejudice. It will look at and draw upon the work of leading theorists, such as Hofstede and Trompenaars, in the analysis of cultural difference.

It will look at cross-cultural differences in communication and negotiation style. The workshop element of the module will consider the practical consequences of cultural difference for corporations and sojourners.
Types of international corporate culture will be examined, including expatriate staffing policies. The nature of culture shock will be explored.

Global Perspectives in Business

Module Code: **4BUS1060** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 4 **Semester:** A/B
Co-requisites: None
Prohibited Combinations: Global Perspectives in Economics, Global Perspectives in Tourism & Event Management, Global Perspectives in Business

Module Contents

Internationalisation of business is creating a substantial increase in intercultural contact, which is reflected in the skills set of managers operating in a globalised world. Managers need to develop sensitivity to and a critical understanding of issues arising out of cultural difference, and be equipped to manage and operate in diversity.
The module will explore themes of: a) concepts of culture, b) cultural differences and c) globalisation. It will also explore related ideas such as ethnocentrism and prejudice. It will look at and draw upon the work of leading theorists, such as Hofstede and Trompenaars, in the analysis of cultural difference.
It will look at cross-cultural differences in communication and negotiation style. The workshop element of the module will consider the practical consequences of cultural difference for corporations and sojourners.
Types of international corporate culture will be examined, including expatriate staffing policies. The nature of culture shock will be explored.

Global Tourism Geography

Module Code: **4BUS1117** **Assessment:** 70% coursework 30% practical
Credit Points: 15 **Level:** 4 **Semester:** B
Co-requisites: None
Prohibited Combinations: None

Module Contents

The aims of this module are to enable students to develop an awareness and understanding of some of the fundamental features of the world economy together with key economic principles and processes. It will focus on five sub-themes. 'People and cultures' examines some of the variations in populations' conditions and cultures, introducing behavioural and institutional economics. 'Resources' considers the fundamental economic issue of scarcity. 'Markets and political economies' introduces the mosaic of regulatory regimes and forms of political economy through which resources are allocated and economies managed. 'Economic interdependence' focuses on the flows integrating the global economy. Finally, 'cross-border business' discusses the role of companies in orchestrating flows and differentiating the global economy.
The module will also look at the analysis of cultural difference by leading theorists and consider the implications of cross-cultural difference in communication and negotiation style.

Hrm Practice and Society

Module Code: **4BUS1123** **Assessment:**
Credit Points: 15 **Level:** 4 **Semester:** A
Co-requisites: None
Prohibited Combinations: None

The module provides an introduction to the role of HRM and organisations in providing employment opportunities for different groups in society. Students are introduced to employment issues including; the employment relationship and the psychological contract, recruitment and selection, employer branding and HR planning, all in relation to equality and diversity and social inclusion. The module focuses on the role of HRM practitioners in these areas. Students will develop an understanding of some of the challenges HR practitioners face and if and how equality and diversity is implemented and managed in different organisations. Throughout the module students will practice and develop their research skills; mainly focusing on how to assess and understand different sources and incorporate them into their line of argument and discussion when writing.

Image, Paper, Screen: Working with Media *(This module belongs to the School of Film, Music and Media)*
Module Code: **4MMF0053** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 4 **Semester:** A
Co-requisites: None
Prohibited Combinations: None

Module Contents
It is important that professionals in Events Management are able to use contemporary media processes and make things such as posters, leaflets, web pages, short videos and sound recordings. This ensures that they can communicate effectively to their peers, colleagues and clients in presentations and in the development of ideas. It also means that when necessary they can work with and brief professional designers and other creative workers in an appropriate way.
This module establishes and develops basic process literacies in a range of media practices using contemporary design software. Centred in project work the module enables the student to develop their skills in design, in producing good visual communication and in using narrative media forms to present ideas and information and to influence views and opinions.
Lecture and workshop learning is extended through structured self-managed assignments which develop software skills and an understanding of visual and narrative communication.

Information Systems for Business
Module Code: **4BUS1038** **Assessment:** 50% coursework / 50% exam
Credit Points: 15 **Level:** 4 **Semester:** B
Co-requisites: None
Prohibited Combinations: None

Module Contents
The purpose of this module is to enable students to integrate their understanding of business principles with the IT functions and systems which support the business. On completion of the module, they should have a holistic view of the modern business information system, appreciating the intrinsic value of IS/IT in enabling businesses to achieve their goals. This should provide a solid foundation on which to build progressive study of more specialised topic areas relating to business and/or IS/IT.
The following is an indicative list of topics:

- Organisations and systems
- Data, information and knowledge
- Information systems
- Applying IS to business
- E-business and commerce
- Managing information systems: planning, organisation and development
- IS success and failure;

Information Technology for Business and Management
Module Code: **4BUS1014** **Assessment:** 50% coursework / 50% exam
Credit Points: 15 **Level:** 4 **Semester:** B
Co-requisites: None
Prohibited Combinations: None

Module Contents
The module explores the evolving world of information technology (IT), and why and how modern business organisations and managers increasingly make use of IT.
It explains why it is vital for anyone in business or management to have a good grasp of the nature and capabilities of modern computer and communication technologies and information systems.
It identifies where and how these systems can be used to tackle a wide range of tasks, problems and information requirements typically found in the business sphere.
Topics include:

- Introduction to information technology.
- Business and management aims and objectives. Business activities. Data, information and decision making.
- Computer systems. Different categories of computers.
- Hardware. Software. Networks and communications.
- Organisations as systems and value chains.
- Business use of Internet and Web. Web technologies. E-commerce.
- Mobile technologies. Computer system security.
- Information systems. Databases.
- Business Strategies.
- Convergence of technologies.

- Latest trends and emerging technologies.

Information Technology Management for Business

Module Code: **4BUS1067** **Assessment:** 75% coursework / 25% practice
Credit Points: 30 **Level:** 4 **Semester:** AB
Co-requisites: **Advisory only**
Prohibited Combinations: Advisory only

Module Contents

The module will provide students with a series of academic skills and study strategies which will underpin their subsequent studies. Students will be expected to operate in teams, reflect on their practice and recognise aspects for self-development and improvement. The module selects a series of issues that are pertinent to business and management. The module is further supported by a series and library of 'Guru Lectures' that can be drawn upon when and where appropriate to provide students with an introduction to the role of the IT manager within different organisational contexts as well as providing the opportunity to understand current trends and issues in the IT industry. Topics studies will include working in organisations, the functional areas of business, problem-solving and change and progression within a business and management context.

International Environment of Business 1: Economics

Module Code: **4BUS1062** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 4 **Semester:** A
Co-requisites: None
Prohibited Combinations: Introduction to Microeconomics, Introduction to Macroeconomics, Economics for Business B, Economics for Business

Module Contents

This module aims to enable students to understand the economic context of modern business by introducing and developing an appreciation of the utility of economic approaches in studying the business environment. The basic tools and approaches which economists use; demand and supply and industry analysis, among others; will be introduced and applied to help understand the economic issues involved and the public policy which can be derived. Economics, of course, provides one of the key pillars of a solid education in business and this module represents some first steps in this direction as well as highlighting some of the major contemporary issues in our society and international business such as the credit crunch and recession.

International Environment of Business 2: Ethics and Culture

Module Code: **4BUS1065** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 4 **Semester:** B
Co-requisites: None
Prohibited Combinations: None

Module Contents

The skills set needed by today's managers operating in an international context requires them to have a good understanding of the various legal and ethical implications of global trade and to develop sensitivity to issues arising out of cultural difference so that they can operate and communicate effectively in diversity.
The module will explore themes of:

a) legal framework of international trade such as INCOTERMS and the Vienna Convention;
b) business ethical considerations specific to international trade;
c) cross-cultural differences and their impact on communication and negotiation styles.

Introduction to Business and Management

Module Code: **4BUS1040** **Assessment:** 100% coursework
Credit Points: 30 **Level:** 4 **Semester:** AB
Co-requisites: None
Prohibited Combinations: Professionalism in Event Management, Introduction to Human Resource Management, Introduction to Management, The Business Professional, The Accounting & Finance Professional, The Professional Economist, Professional Development for Marketers, Professionalism in Tourism Management

Module Contents

The module provides students with a series of academic skills and study strategies which will underpin their subsequent studies. The module is composed of several themes which will include communication, thinking and methods of enquiry, IT-literacy, numeracy and the nature of knowledge. These will allow students to effectively match problem-solving techniques to different scenarios. Students will be expected to operate in teams, reflect on their practice and recognise aspects for self-development and improvement. The module selects a series of issues that are pertinent to business and management.
Topics studied will include recruitment, working in an organisation, problem-solving and change and progression.

Introduction to Business Operations

Module Code: **4BUS1020** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 4 **Semester:** A
Co-requisites: None
Prohibited Combinations: None

Module Contents

The module objective is to provide a comprehensive introduction to the key operations of the business. Real world examples will be used to develop the underlying business concepts. By the end of the module, the student should be able to describe and discuss the role of operations within a business across a range of industry sectors.

- Indicative key areas of operations to be considered include:
- What are operations in a business?
- What does the operations manager do?
- How do the operations support the main business?
- What does the business make?
- How does it make the product?
- How much of the product does it make?
- Where is the business located?
- How does the business define and measure quality?
- How does the business manage its materials?

Introduction to Human Resource Management

Module Code: **4BUS1023** **Assessment:** 100% coursework
Credit Points: 30 **Level:** 4 **Semester:** AB
Co-requisites: None
Prohibited Combinations: Professionalism in Event Management, Introduction to Business & Management, Introduction to Management, The Business Professional, The Accounting & Finance Professional, The Professional Economist, Professional Development for Marketers, Professionalism in Tourism Management

Module Contents

The module provides students with a series of academic skills and study strategies to underpin their subsequent studies. It is composed of several themes including: communication, thinking and methods of enquiry, IT-literacy, numeracy and the nature of knowledge. These will allow students to effectively match problem solving techniques to different scenarios. In doing so, students will be expected to operate in teams, reflect on their practice and recognise aspects for self-development and improvement. The module selects a series of issues that are pertinent to the HRM professional and HRM practice.
Topics studied include:
The HRM professional and ethical frameworks of HRM at individual, organisational, and national level; organisational strategies for HRM; the theory of HRM; human resource and succession planning; recruitment and selection; equality and diversity; the employment relationship and engagement; communication and HRM; performance management and appraisal; pay and reward; training and development strategies, techniques and management.

Introduction to Macroeconomics

Module Code: **4BUS1033** **Assessment:** 100% examination
Credit Points: 15 **Level:** 4 **Semester:** B
Co-requisites: None
Prohibited Combinations: Economics for Business

Module Contents

The module aims to provide students with an introductory grounding in the principles and concepts of macroeconomic analysis, including consideration of: unemployment; inflation; money; banking; government policies in terms of taxes and interest rates, for example; and international trade.
Indicative content:

- Basic macroeconomic models - income - expenditure approach

- Theories of consumption and savings
- Aggregate demand and aggregate supply
- Unemployment
- Inflation
- Money and banking
- Fiscal and monetary policies
- Introduction to open-economy macroeconomics.

Introduction to Management

Module Code: **4BUS1027** **Assessment:** 100% coursework
Credit Points: 30 **Level:** 4 **Semester:** AB
Co-requisites: None
Prohibited Combinations: The Accounting & Finance Professional; The Professional Economist; Professional Development for Marketers; Professionalism in Tourism Management; Professionalism in Event Management; Introduction to Business & Management; Introduction to Human Resource Management; The Business Professional

Module Contents

The module provides students with a series of academic skills and study strategies which will underpin their subsequent studies. The module is composed of several themes which will include communication, thinking and methods of enquiry, IT-literacy, numeracy and the nature of knowledge. These will allow students to effectively match problem solving techniques to different scenarios. In doing so, students will be expected to operate in teams, reflect on their practice and recognise aspects for self-development and improvement.
These essential skills are developed and examined through a range of issues that are pertinent to the professional manager within a business environment.
Topics may include:

- The evolution of management theory
- Key management functions of planning, organising, leading and controlling
- The functional areas of business
- The context of business operations
- The role of operations and the operations manager within business.

Introduction to Marketing Communications

Module Code: **4BUS1011** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 4 **Semester:** B
Co-requisites: Principles of Marketing
Prohibited Combinations: None

Module Contents

The module will introduce students to the various aspects of marketing communications tools from initial analysis of the market through to developing an expanding range of promotional techniques. The module combines an understanding of relevant marketing theories, for instance consumer and organisational buyer behavioural models, buyer behaviour; market segmentation, targeting and positioning; and marketing research, exploring the use of all elements of the promotion mix. This module will cover the main areas of advertising, personal selling, sales promotion, public relations, sponsorship and direct marketing. Attention is also given to new areas of increasing relevance such as product placement and electronic media.

Introduction to Microeconomics

Module Code: **4BUS1031** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 4 **Semester:** A
Co-requisites: None
Prohibited Combinations: Economics for Business

Module Contents

Microeconomics is concerned with the behaviour of individual firms, markets and consumers in their economic activity. Microeconomics considers choice-making within the context of a market mechanism. The module covers the nature of markets including the determinants of demand and supply and the competitive environment within industries. The role of the government in intervening in markets is also considered.

Language modules See page 75

Legal Issues for Business *(This module belongs to the School of Law)*

Module Code: **4LAW0038** **Assessment:** 50% coursework / 50% exam
Credit Points: 15 **Level:** 4 **Semester:** A
Co-requisites: None
Prohibited Combinations: None

Module Contents
The introductory section of the course will cover study skills relevant to law and a basic introduction to the English Legal System. Basic principles of contract law and the law of agency, the tort of negligence, business organisations and employment law and Alternate Dispute Resolutions will be covered.

Marketing Data Analysis
Module Code: **4BUS1021** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 4 **Semester:** A
Co-requisites: None
Prohibited Combinations: Methods & Systems for Business Decisions; Quantitative Analysis for Accounting & Finance; Quantitative Methods for Economics; Tourism & Events: Data Analysis in Practice; Quantitative Methods for Business & Management; Decision-Making Tools for Business

Module Contents
The module will introduce students to a variety of data analysis techniques for marketing. Using these techniques, students will be guided into formulating and solving models of business problems, using marketing data sets where possible. Students will learn to interpret the solutions. Students will be introduced to and encouraged to use spreadsheet and statistical software. The main topics studied include: investment appraisal; summary statistics
; probability distributions for marketing; correlation and linear regression; forecasting techniques for time series; and project management.

Methods and Systems for Business Decisions
Module Code: **4BUS1019** **Assessment:** 50% coursework / 50% exam
Credit Points: 15 **Level:** 4 **Semester:** B
Co-requisites: None
Prohibited Combinations: Tourism & Events: Data Analysis in Practice, Marketing Data Analysis, Quantitative Analysis for Accounting & Finance, Quantitative Methods for Economics, Quantitative Methods for Business & Management

Module Contents
This module will introduce the students to a variety of quantitative techniques commonly used in analysing and solving business and management problems in the modern organisation. The module will involve the use of a variety of statistical and management science software in order to structure, formulate, and solve business problems.
The module includes the following topics: project management, probability and normal distribution, basic optimisation methods, linear regression, introduction to forecasting, introduction to simulation, business software and databases.

People and Organisations
Module Code: **4BUS1124** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 4 **Semester:** A
Co-requisites: None
Prohibited Combinations: None

Module Contents
People and Organisations is a single module aimed at providing students with an introduction to the study of human behaviour in the work place and to explore and review the role of human resource management and people management from a UK perspective. Students will consider theories and models relating to the individual, personality, motivation, team working, organisation culture and explore the main four activities associated with people management at work: recruitment and selection, managing performance and reward, learning and development and employee relations and communications.

Principles of Finance
Module Code: **4BUS1110** **Assessment:** 88% coursework/ 12% practice
Credit Points: 30 **Level:** 4 **Semester:** AB
Co-requisites: Accounting for Business
Prohibited Combinations: Accounting for Business (B), Financial Analysis Techniques, Quantitative Techniques in Finance

Module Contents

The module provides a basic history and introduction to current issues in finance. The need for capital by organisations is explored, and the different sources of available finance are introduced along with their characteristics. Different forms of business are examined along with the requirement for financial reporting. Structure of accounting statements is explained and students prepare and present examples of these. Analytical tools are given to help students assess the health of businesses and investments. Topics may include:

- growth of the finance markets and the financial services industry;
- the nature of financial institutions in the market;
- the nature of financial instruments;
- preparation and presentation of a simple income statement and balance sheet;
- the difference between profit and cash;
- interpretation of an income statement and a balance sheet by using ratio analysis;
- techniques for evaluating and pricing financial instruments and investments.

Principles of Marketing

Module Code: **4BUS1010** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 4 **Semester:** A/B
Co-requisites: None
Prohibited Combinations: Principles of Tourism Marketing, Principles of Marketing B

Module Contents

This initial marketing module, which assumes no prior knowledge of marketing, aims to introduce students to some of the key ideas of marketing and is suitable for both marketing and non-marketing students. It examines the environment within which organisations operate and the role of marketing within the organisation so that students can understand the context within which marketing personnel work, and the different activities which are carried out under the umbrella term of 'marketing'. Concepts central to an understanding of marketing are considered - segmentation; targeting and positioning; the product life cycle; the 4Ps; buyer behaviour, etc.

Principles of Programming

Module Code: **4BUS1083** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 4 **Semester:** A
Co-requisites: None
Prohibited Combinations: None

Module Contents

This module is primarily concerned with developing basic skills necessary to produce computer-based solutions to simple problems in a high level language. The emphasis will be on basic programming principles : the structure and syntax of a program in the given programming language, variables and data types, operations and the evaluation of expressions, control structures (sequence, selection, iteration and subroutine call),modularisation(including procedures/functions). Program code will be expected to perform according to specification, be readable, maintainable and well designed. Although the given problems will be relatively simple, there will also be an appreciation of how simple solutions can be used in the solution of more complex problems.

Professional Development in Advertising

Module Code: **4BUS1095** **Assessment:** 70% coursework 30% practical
Credit Points: 30 **Level:** 4 **Semester:** AB
Co-requisites: None
Prohibited Combinations: None

Module Contents

The module provides students with a series of academic skills and study strategies which will underpin their subsequent studies. The module is composed of several themes which will include communication, thinking and methods of enquiry, IT-literacy, commercial awareness, creativity and the nature of knowledge. These will allow students to effectively match problem-solving techniques to different scenarios. In doing so, students will be expected to operate in teams, reflect on their practice and recognise aspects for self-development and improvement. The module selects a series of issues that are pertinent to the field of advertising, and to the broader environment of the marketing profession and marketing practice where advertising sits in.

Professional Development for Marketers

Module Code: **4BUS1045** **Assessment:** 100% coursework

Credit Points: 30 **Level:** 4 **Semester:** AB
Co-requisites: None
Prohibited Combinations: Introduction to Business and Management, Introduction to Human Resource Management, Introduction to Management, The Business Professional, The Accounting and Finance Professional, The Professional Economist, Professionalism in Tourism Management, Professionalism in Event Management

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

Professionalism in Event Management
Module Code: 4BUS1047 **Assessment:** 100% coursework
Credit Points: 30 **Level:** 4 **Semester:** AB
Co-requisites: None
Prohibited Combinations: Introduction to Business and Management, Introduction to Human Resource Management, Introduction to Management, The Business Professional, The Accounting and Finance Professional, The Professional Economist, Professional Development for Marketers, Professionalism in Tourism Management

Module Contents
The module provides students with a series of academic skills and study strategies which will underpin their subsequent studies. The module is composed of several themes which will include communication, thinking and methods of enquiry, IT-literacy, numeracy and the nature of knowledge. These will allow students to effectively match problem-solving techniques to different scenarios. In doing so, students will be expected to operate in teams, reflect on their practice and recognise aspects for self-development and improvement. The module selects a series of issues that are pertinent to event management professionals and management issues within the events' sector.
The module will apply academic skills and study strategies to key aspects of event management, including industry trends, event marketing, event marketing, HR issues related to events.

Professionalism in Tourism Management
Module Code: 4BUS1048 **Assessment:** 100% coursework
Credit Points: 30 **Level:** 4 **Semester:** AB
Co-requisites: None

Prohibited Combinations: Introduction to Business and Management, Introduction to Human Resource Management, Introduction to Management, The Business Professional, The Accounting and Finance Professional, The Professional Economist, Professional Development for Marketers, Professionalism in Event Management

Module Contents
The module provides students with a series of academic skills and study strategies which will underpin their subsequent studies. The module is composed of several themes which will include communication, thinking and methods of enquiry, IT-literacy, numeracy and the nature of knowledge. These will allow students to effectively match problem-solving techniques to different scenarios. In doing so, students will be expected to operate in teams, reflect on their practice and recognise aspects for self-development and improvement. The module selects a series of issues that are pertinent to the tourism professionals and management issues within the tourism sector.
The module will apply academic skills and study strategies to key aspects of tourism management, including industry trends, the economic significance of the tourism industry, managing the positive and negative impacts of tourism and the legal framework in which tourism operates.

Quantitative Methods for Business
Module Code: 4BUS1069 **Assessment:** 50% coursework/ 50% exam
Credit Points: 15 **Level:** 4 **Semester:** B
Co-requisites: It is expected that students will have obtained GCSE Mathematics (or equivalent) at Grade C or better prior to studying this module
Prohibited Combinations: None
Module Contents

This module introduces the student to a number of essential mathematical and statistical techniques that are extensively used in business and management. Particular attention will be paid to the circumstances in which the methods considered should be employed.
The following quantitative methods are likely to be included in this module: equations and graphs; measures of location and dispersion; weighted averages and indices; probability and normal distribution; basic optimisation; critical path analysis; correlation and simple linear regression; time series forecasting; investment; simulation.

Quantitative Methods for Management

Module Code: **4BUS1071** **Assessment:** 50% coursework / 50% exam
Credit Points: 15 **Level:** 4 **Semester:** B
Co-requisites: It is expected that students will have obtained GCSE Mathematics (or equivalent) at Grade C or better prior to studying this module.
Prohibited Combinations: None

Module Contents

This module introduces the student to a number of essential mathematical and statistical techniques that are extensively used in business and management. Particular attention will be paid to the circumstances in which the methods considered should be employed.
The following quantitative methods are likely to be included in this module: equations and graphs; measures of location and dispersion; weighted averages and indices; probability and normal distribution; basic optimisation; critical path analysis; correlation and simple linear regression; time series forecasting; investment; simulation. Appropriate software (e.g. Excel) will be used to support learning.

The Accounting Professional

Module Code: **4BUS1102** **Assessment:** 100% coursework
Credit Points: 30 **Level:** 4 **Semester:** AB
Co-requisites: None
Prohibited Combinations: Introduction to Business & Management, Introduction to Human Resource Management, Introduction to Management, The Business Professional, The Economics Professional, Professional Development for Marketers, Professionalism in Tourism Management, Professionalism in Event Management

Module Contents

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

- Accounting and finance and relevant ethical frameworks
- Usefulness of accounting and the concept of profit
- Insolvency and bankruptcy
- Financial markets and share prices
- Decision analysis and control within accounting.

The Business Professional

Module Code: **4BUS1061** **Assessment:** 65% coursework/ 35% practice
Credit Points: 30 **Level:** 4 **Semester:** AB
Co-requisites: None
Prohibited Combinations: Professionalism in Event Management, Introduction to Business & Management, Introduction to Human Resource Management, Introduction to Management, The Accounting & Finance Professional, The Economics Professional, Professional Development for Marketers, Professionalism in Tourism Management

Module Contents

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

These essential skills are developed and examined through a range of issues that are pertinent to the professional manager within a business environment.
Topics may include:

- The evolution of management theory
- Key management functions of planning, organising, leading and controlling
- The functional areas of business
- The context of business operations
- The role of operations and the operations manager within business.

The Economics Professional

Module Code: **4BUS1106** **Assessment:** 70% coursework / 30% practical
Credit Points: 15 **Level:** 4 **Semester:** A
Co-requisites: None
Prohibited Combinations: Introduction to Business and Management; Introduction to Human Resource Management; The Accounting & Finance Professional; The Business Professional; Professional Development for Marketers; Professionalism in Tourism Management; Professionalism in Event Management

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

The Finance Professional

Module Code: **4BUS1104** **Assessment:** 100% course
Credit Points: 30 **Level:** 4 **Semester:** A
Co-requisites: None
Prohibited Combinations: The Accounting Professional; The Economics Professional; Professional Development for Marketers; Professionalism is Tourism Management; Professionalism is Event Management.

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

Work and Organisations

Module Code: **4BUS1024** **Assessment:** 50% coursework / 50% exam
Credit Points: 15 **Level:** 4 **Semester:** B
Co-requisites: None
Prohibited Combinations: None

Module Contents
This module provides an introduction to the organising and managing of work in contemporary society. It provides a review of the emergence of large-scale organisations and of the structure, functioning and management of work organisations including:

- the nature and purpose of work organisations and the emergence of large-scale organisations, organisation design (structure and culture) and job design; organisation development; implications for the HR function;
- the management of work organisation; control: concepts and strategies; power, conflict and resistance;
- continuity and change at work; changes in the nature of work and work organisation as a consequence of competitive, technological and social trends; gender issues;
- key theories: Taylorism and systematic management, Weber and administrative theories of management, the rise of bureaucratic organisations, human relations approaches, systems and contingency theories, Marx and labour process, and associated debates.

LEVEL 5 MODULE INFORMATION

Advertising Concepts and Campaigns
Module Code: **5BUS1063** **Assessment:** 40% coursework / 60% exam
Credit Points: 15 **Level:** 5 **Semester:** A
Co-requisites: Introduction to Marketing Communications **and** Principles of Marketing
Prohibited Combinations: None

Module Contents
The role and function of the advertising agency, the client-agency relationship, account planning, creative briefing, media planning and evaluation of advertising will be covered. Students are required to read the trade press and be aware of advertising campaigns in order to apply theory to current practice. Students will be expected to be able to use electronic searching techniques to find out details of campaigns and associated advertising agencies, as well as study published market reports on products/brands. Independent study into the role and work of advertising agencies will be part of the practical aspect of the module. The main industry standard media research output (e.g. BARB, JICNAR, RAJAR, new media measurements) will be introduced so the students can apply them in media planning

Analysing Financial Information
Module Code: **5BUS1002** **Assessment:** 50% coursework / 50% exam
Credit Points: 15 **Level:** 5 **Semester:** B
Co-requisites: Principles of Accounting & Finance **OR** Accounting for Business **OR** Principles of Finance
Prohibited Combinations: Financial Information for Managers, Financial Accounting & Reporting

Module Contents
Students will start by looking at the needs of the different user groups in financial accounting and the overall characteristics of useful accounting information. It then moves onto the processes involved in the preparation of accounts, focusing on key regulatory influences. Students will then produce financial statements in line with key regulations, focusing on selected important judgments made in arriving at accounting policies. Finally, students will use ratios and other analytical tools to draw conclusions from financial information presented to them.

Analysing Financial Statements
Module Code: **5BUS1163** **Assessment:** 40% coursework / 60% exam
Credit Points: 15 **Level:** 5 **Semester:** A
Co-requisites: Principles of Accounting & Finance **OR** Accounting for Business **OR** Principles of Finance
Prohibited Combinations: Financial Information for Managers, Financial Accounting & Reporting

Module Contents
Students will be encouraged to consider specific businesses from the viewpoint of a financial analyst. The module focuses on the skills needed to extract useful information to understand and analyse the three key financial statements in the context of company specific factors, industry specific factors and the wider economy. Students will look at the context of financial statements, they will develop an understanding of the conceptual framework and the role of the financial statements in meeting the needs of users. Students will consider the information available on companies in the public domain and the importance of considering financial statements in context. The three financial statements will be considered in turn and students will calculate accounting extracts and adjustments and develop an understanding of the influence of accounting policies on the preparation and presentation of the financials. Students will calculate ratio's and discuss the benefit of these as an analytical tool.

Aspects of Law for the Tourist Industry *(This module belongs to the School of Law)*
Module Code: **5LAW0040** **Assessment:** 50% coursework / 50% exam
Credit Points: 15 **Level:** 5 **Semester:** A
C**o-requisites:** None
Prohibited Combinations: None

Module Contents
The course will consider the role of law as it applies to the travel and tourism industry in the UK and the impact of EU legislation. It will examine the sources of law, dispute solving, the role of contract and tort in commercial transactions between the tourism industry and consumers, and consumer protection law.

Business Analysis Tools

Module Code: **5BUS1047** **Assessment:** 50% coursework / 50% exam
Credit Points: 15 **Level:** 5 **Semester:** A
Co-requisites: None
Prohibited Combinations: None

Module Contents

The module will introduce students to a variety of business analysis techniques. Students will be guided into formulating business problems as models. These models will enable them to solve problems in an organisational context.
Students will be introduced and encouraged to use appropriate software to solve the models (eg spread sheets and specialist business analysis software).
The main topics studied include:

- Business analysis methodology
- Project management
- Scheduling and sequencing in business
- Forecasting methods
- Introduction to business simulation
- Linear programming and business optimisation
- Inventory models
- Markov analysis.

Consumer Behaviour

Module Code: **5BUS1118** **Assessment:** 50% coursework / 50% exam
Credit Points: 15 **Level:** 5 **Semester:** B
Co-requisites: Principles of Marketing
Prohibited Combinations: None

Module Contents

The understanding of consumers and their buyer behaviour will enable students to have a greater understanding of targeting customer group, product and brand positioning for the development of new product ranges, target marketing and tailored communication strategies. This module will arm students seeking to gain a career in market analysis, customer analysis, advertising and marketing communications.

Consumers, Firms and Markets

Module Code: **5BUS1086** **Assessment:** 50% coursework / 50% exam
Credit Points: 15 **Level:** 5 **Semester:** A
Co-requisites: Introduction to Microeconomics
Prohibited Combinations: None

Module Contents

The modern capitalist economy can be viewed as an enormous collection of consumers and firms who engage in markets. How effective these markets are and what it means for society will, in large part, depend upon how consumers and firms actually behave. This module explores this behaviour, employing both standard economic analysis, i.e. how rational agents make decisions, as well as alternative approaches which acknowledge limits on rationality while also proposing a more realistic psychology. The impact upon decision-making is further considered. The success of the economy is reliant upon the efficiency of the markets within it. This crucial economic aspect will be explored for the different types of market structure. Further, the causes and consequences of market failures will also be addressed.

Corporate Finance

Module Code: 5BUS1157 **Assessment:** 40% coursework /60% exam
Credit Points: 30 **Level:** 5 **Semester:** AB
Co-requisites: 4BUS1098 Accounting Principles; 4BUS1103 Principles of Finance
Prohibited: 5BUS1158 Financial Management; 5BUS1149 Business Finance
Module Contents
This module covers the theory and application of corporate finance. To do so it will consider topics such as:
The context and objectives of the corporation;
The role of the financial markets and the theory of market efficiency;
The nature and role of financial instruments;
Investment appraisal techniques;
Risk and return, rewarding investors and the cost of capital;
Dividend policy and the distribution decision;
Valuation of companies and financial instruments;

Mergers and acquisitions;
Treasury management and the risk to cashflow;
Managing working capital;

Cost and Performance Management

Module Code: **5BUS1093** **Assessment:** 40% coursework /60% exam
Credit Points: 30 **Level:** 5 **Semester:** AB
Co-requisites: Principles of Accounting & Finance **OR** Accounting for Business **with** Principles of Finance
Prohibited Combinations: Management Accounting for Business Decisions

Module Contents

This module deepens the students' critical and practical understanding of the developing role of cost accounting and of budgeting and performance management issues. Presentation of information and discussion of behavioural issues and motivation are also explored.

Creativity in Advertising

Module Code: **5BUS1117** **Assessment:** 70% coursework / 30% exam
Credit Points: 15 **Level:** 5 **Semester:** A
Co-requisites: Introduction to Marketing Communications, Advertising Concepts & Campaigns
Prohibited Combinations: None

Module Contents

This module will ensure students understanding of creativity in advertising and help students develop creative and design solutions that are required in an advertising and communications department or agency environment. The module will integrate creative and technology practical solutions with their marketing and advertising knowledge.
The following areas will be covered throughout the module:

- Use of colour
- Power of image and design to convey messages
- Power of words and language
- Digital imaging
- Filming
- Dubbing/editing
- Music/voiceovers/recording
- Campaign production management

Cross-Cultural Management

Module Code: **5BUS1054** **Assessment:** 30% coursework / 70% exam
Credit Points: 15 **Level:** 5 **Semester:** B
Co-requisites: Global Perspectives in Business **or** The International Tourism Business
Prohibited Combinations: None

Module Contents

The module provides a contemporary, applied and critical approach to the study of cross-cultural management in an organisational context. It is particularly relevant to students of International Business and Human Resources, but should also be of interest to any student wishing to pursue a career in international business or involved in working within multi-cultural environments.
Content includes:

- the examination of cross cultural management theorists (including Hofstede and Trompenaars) - a critical perspective;
- cross-cultural aspects of leadership and motivation;
- ethnocentrism in management theory;
- cross-cultural communications: the effect of language and cultural factors on negotiating and communication styles;
- multi-cultural team working: collaboration and cooperation across national/cultural boundaries;
- cross-cultural management and human resource management practices;
- managing international assignments, the expatriate manager.

Digital Marketing in Practice

Module Code: **5BUS1016** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 5 **Semester:** A
Co-requisites: Principles of Marketing
Prohibited Combinations: None

Module Contents

Digital marketing highlights the impact of IT on the key marketing concepts and tools (market research; segmentation, targeting positioning; consumer buying behaviour; marketing information systems; strategy and planning; and marketing mix). The role and development of the internet will play a significant part in this module.

Econometrics

Module Code: **5BUS1059** **Assessment:** 50% coursework / 50% exam
Credit Points: 15 **Level:** 5 **Semester:** B
Co-requisites: Introduction to Macroeconomics **plus either** Quantitative Methods for Economists **or** Quantitative Methods for Business & Finance
Prohibited Combinations: None

Module Contents

Econometrics is concerned with the statistical analysis of economic data. This module is designed for students with only a limited mathematical and statistical background, and gives a short introduction to single equation simple and multiple regression models, and the problems which often arise in their use. The emphasis is on developing an ability to use an appropriate econometrics package, with some understanding of the relevant statistical principles. The module begins with a review of the elementary statistics required later, and ends with topics such as heteroskedasticity, serial correlation, multicollinearity and forecasting.

Economics of European Integration

Module Code: **5BUS1061** **Assessment:** 30% coursework / 70% exam
Credit Points: 15 **Level:** 5 **Semester:** A
Co-requisites: None
Prohibited Combinations: None

Module Contents

This module is developed for students who have no previous economic background but who would like to gain an understanding of the main economic issues pertaining to the integration of the European Union. It addresses topics in a non-technical way and yet with sufficient depth to inform students about current economic debates. Examples of topics being examined include the EU internal market, the EU budget, the movement towards trade liberalisation, EU competition policy and state aid, the Common Policy of Agriculture and the social and structural funds.

Enhancing Employability

Module Code: **5BUS1085** **Assessment:** 75% coursework 25% practice
Credit Points: 15 **Level:** 5 **Semester:** A
Co-requisites: None
Prohibited Combinations: Enhancing Employability in Event Management, Enhancing Employability in Human Resource Management, Employability in Advertising, Enhancing Employability in Accounting & Finance, Enhancing Employability in Economics, Enhancing Employability in Marketing, Enhancing Employability in Tourism

Module Contents

The module is designed to equip the students with knowledge and understanding pertinent to employment and with personal skills to assist them in enhancing their employment prospects while maintaining and enhancing their academic skills. It will also help students to continue to develop their employability skills.
Students will identify a potential career area, research relevant employment issues and analyse specific opportunities available in this field before carrying out appropriate analysis leading to the formalisation of a career action plan.
Module content will include:

- The changing nature of the workplace and employer needs
- Job search and career planning
- Personal development planning
- Recruitment and selection processes including the use of assessment centres
- Career development theory
- Contemporary issues affecting employment and employability.

Enhancing Employability in Finance

Module Code: **5BUS1150** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 5 **Semester:** A
Co-requisites: None
Prohibited Combinations: Enhancing Employability, Enhancing Employability in Human Resource Management, Enhancing Employability in Advertising, Enhancing Employability in Economics, Enhancing Employability in Marketing, Enhancing

Employability in Tourism, Enhancing Employability in Event Management, Enhancing Employability in Accounting

Module Contents
The module will enable students to research employment in finance and to develop an action plan to help them secure eventual employment. It will also help students to continue to develop their employability skills.

Students will identify a potential career area, research relevant employment issues and analyse specific opportunities available in this field, before carrying out appropriate personal analysis leading to the formalisation of a career action plan.

Module content will include:

- The changing nature of the workplace and employer needs
- Job search and career planning
- Personal development planning
- Recruitment and selection processes including the use of selection centres
- identifying the needs of employers recruiting graduates
- Contemporary issues affecting employability within finance

Students will be directed to scheduled activities held by the employability champions, CAPs and academic skills advisors and will be expected to attend those sessions to which they are directed.

Enhancing Employability in Accounting

Module Code: **5BUS1151** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 5 **Semester:** A
Co-requisites: None
Prohibited Combinations: Enhancing Employability, Enhancing Employability in Human Resource Management, Enhancing Employability in Advertising, Enhancing Employability in Economics, Enhancing Employability in Marketing, Enhancing Employability in Tourism, Enhancing Employability in Event Management, Enhancing Employability in Finance

Module Contents
The module will enable students to research employment in accounting and finance and to develop an action plan to help them secure eventual employment. It will also help students to continue to develop their employability skills.

Students will identify a potential career area, research relevant employment issues and analyse specific opportunities available in this field, before carrying out appropriate personal analysis leading to the formalisation of a career action plan.

Module content will include:

- The changing nature of the workplace and employer needs
- Job search and career planning
- Personal development planning
- Recruitment and selection processes including the use of selection centres
- identifying the needs of employers recruiting graduates
- Contemporary issues affecting employability within accounting and finance

Enhancing Employability in Advertising

Module Code: **5BUS1146** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 5 **Semester:** A
Co-requisites: None
Prohibited Combinations: Enhancing Employability, Enhancing Employability in Human Resource Management, Enhancing

Employability in Accounting & Finance, Enhancing Employability in Marketing; Enhancing Employability in Economics, Enhancing Employability in Tourism, Enhancing Employability in Event Management

Module Contents

The module will enable students to research employment issues and opportunities and in advertising and to develop an action plan to help them secure eventual employment. Students will identify a potential career area, research relevant employment issues and analyse specific opportunities available in this field, before carrying out appropriate personal analysis leading to the formalisation of a career action plan. It will also help students to continue to develop their employability skills.

Module content will include:

- The changing nature of the workplace and employer needs
- Job search and career planning
- Personal development planning
- Recruitment and selection processes including the use of selection centres
- Contemporary issues affecting employability within advertising

Enhancing Employability in Economics

Module Code: **5BUS1067** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 5 **Semester:** A
Co-requisites: None
Prohibited Combinations: Enhancing Employability, Enhancing Employability in Human Resource Management, Enhancing Employability in Advertising, Enhancing Employability in Accounting & Finance, Enhancing Employability in Marketing, Enhancing Employability in Tourism, Enhancing Employability in Event Management

Module Contents

The module provides students with a series of academic skills and study strategies which will underpin their subsequent studies, the understanding of labour market, the understanding of career choices and the understanding of employment opportunities. The module is composed of several themes which will include communication, thinking and methods of enquiry, IT-literacy, numeracy and the nature of knowledge which are valued by the labour market.

- The state of the labour market and employer needs
- University and career
- Computational skills
- Presentations on current topics
- Searching databases
- Personal development planning (PDP)
- Job search and career planning
- Career development theory

Enhancing Employability in Event Management

Module Code: **5BUS1083** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 5 **Semester:** A
Co-requisites: None
Prohibited Combinations: Enhancing Employability, Enhancing Employability in Human Resource Management, Enhancing Employability in Advertising, Enhancing Employability in Accounting & Finance, Enhancing Employability in Economics, Enhancing Employability in Marketing, Enhancing Employability in Tourism

Module Contents

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

Module content will include:

- The changing nature of the workplace and employer needs
- Job search and career planning
- Personal development planning
- Recruitment and selection processes
- Career development theory
- Appropriate styles for communicating in a business environment
- Contemporary issues affecting employability within event management

Students will identify a potential career area, research relevant employment issues and analyse specific opportunities available in this field, carry out an appropriate personal analysis and formulate a career action plan.

Enhancing Employability in Human Resource Management

Module Code: **5BUS1081** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 5 **Semester:** A

Co-requisites: None
Prohibited Combinations: Enhancing Employability in Event Management, Enhancing Employability, Enhancing Employability in Advertising, Enhancing Employability in Accounting & Finance, Enhancing Employability in Economics, Enhancing Employability in Marketing, Enhancing Employability in Tourism

Module Contents
The module is designed to equip the students with knowledge and understanding pertinent to employment as an HR practitioner and with personal skills to enhance their employment prospects while maintaining and enhancing their academic skills in HRM and to fit CIPD requirements. Students will identify a potential career area, research relevant employment issues and analyse specific opportunities available in this field, before carrying out appropriate analysis leading to the formalisation of a career action plan. Module content will include:

- The changing nature of the workplace and employer needs
- Job search and career planning
- Personal development planning
- Recruitment and selection processes including the use of assessment centres
- Career development theory
- Contemporary issues affecting employability within HR.

Enhancing Employability in Marketing

Module Code: **5BUS1082** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 5 **Semester:** A
Co-requisites: None
Prohibited Combinations: Enhancing Employability, Enhancing Employability in Human Resource Management, Enhancing Employability in Advertising, Enhancing Employability in Accounting & Finance, Enhancing Employability in Economics, Enhancing Employability in Tourism, Enhancing Employability in Event Management

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

Module content will include:

- The changing nature of the workplace and employer needs
- Job search and career planning
- Personal development planning
- Recruitment and selection processes including the use of selection centers
- Contemporary issues affecting employability within marketing

Students will identify a potential career area, research relevant employment issues and analyse specific opportunities available in this field, before carrying out appropriate personal analysis leading to the formalisation of a career action plan.

Enhancing Employability in Tourism

Module Code: **5BUS1079** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 5 **Semester:** A
Co-requisites: None
Prohibited Combinations: Enhancing Employability, Enhancing Employability in Human Resource Management, Enhancing Employability in Advertising, Enhancing Employability in Accounting & Finance, Enhancing Employability in Economics, Enhancing Employability in Marketing, Enhancing Employability in Event Management

Module Contents
The module will enable students to research employment issues and opportunities in the tourism industry and to develop an action plan to help them secure employment. It will also help students to continue to develop their employability skills.
Module content will include:

- The changing nature of the workplace and employer needs
- Job search and career planning
- Personal development planning
- Recruitment and selection processes
- Career development theory
- Appropriate styles for communicating in a business environment
- Contemporary issues affecting employability within the tourism industry

Students will identify a potential career area, research relevant employment issues and analyse specific opportunities available in this field, carry out an appropriate personal analysis and formulate a career action plan.

Enterprise

Module Code: **5BUS1080** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 5 **Semester:** B
Co-requisites: None
Prohibited Combinations: None

Module Contents

In this module, students study the nature of enterprise and entrepreneurship, its importance to society and the individual personal opportunities that developing enterprise skills provide.

Students will also work in a team to identify a new business opportunity and take this idea through the full business planning cycle, ending in a formal presentation of their proposed enterprise.

Most of the formal delivery to students will take place during Enterprise Week in order to immerse students in an enterprise culture and draw on practical experiences of entrepreneurs.

Topics covered will normally include:

- Concepts of enterprise and entrepreneurship
- The economic impacts of enterprise
- Insights into developing new ideas
- Construction of business plans
- Sources of advice and support schemes
- Net working

European Consumer Markets: Issues and Trends

Module Code: **5BUS1065** **Assessment:** 70% coursework 30% practice
Credit Points: 15 **Level:** 5 **Semester:** A
Co-requisites: None
Prohibited Combinations: None

Module Contents

This module will analyse what Europe means as a geographical, economic, legal and socio-cultural entity in the 21st century and how all aspects of life in Europe affect consumer behaviour and the marketing of goods and services within it. Segmentation in terms of European life styles will be explored, together with the ways in which the marketing mix elements and market research are adapted to the various markets. The latest trends in the marketing of goods and services in contemporary Europe will be discussed in the process.

European Employment Relations

Module Code: **5BUS1055** **Assessment:** 40% coursework / 60% exam
Credit Points: 15 **Level:** 5 **Semester:** B
Co-requisites: None
Prohibited Combinations: None

Module Contents

The module looks at employment systems in a number of European countries. It will introduce concepts and approaches required to aid understanding of the nature and interactions of employment relations. It will look at selected national systems, their historical development, structure and some of the key current issues confronting them. It will explore contemporary trends and developments, such as new forms of employment and flexibility, the impact of multinationals, the changing role of the state in the labour market, trade union power, changing patterns of bargaining and conflict, and employee involvement and participation. It will focus on the growth of supranational structures, in particular the European Union and its impact, and the evidence for convergence and globalisation.

Event Planning, Design and Community Engagement

Module Code: **5BUS1105** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 5 **Semester:** B
Co-requisites: Risk Management & Security for Events
Prohibited Combinations:

Module Contents

The module will provide students with an understanding of the role that cultural and sporting events can play as catalysts to engendering positive community relations and community pride, stimulating visitation and (for sporting events) raising awareness of health and fitness issues. Related to their other module, students will be able to examine issues related to event impacts and legacies first hand in formulating their event designs. They will action knowledge learned in the Event Planning and Risk Management module. Liaison with the cooperating charity (Barnardos in the first instance) provides valuable experience of working with a major stakeholder and, in addition, other stakeholders relevant to the event theme.

Exploring Business Ethics

Module Code: **5BUS1049** **Assessment:** 30% coursework / 70% exam
Credit Points: 15 **Level:** 5 **Semester:** A/ B
Co-requisites: None
Prohibited Combinations: None

Module Contents

The module provides a contemporary, applied and critical approach to the study of ethics as applied to business and management. It examines the behaviour within organisations and the individual choices that employees may make when faced with ethical dilemmas.

Content includes:

- Different philosophical approaches to ethics and as to what is considered ethical
- The importance of ethics in business
- Corporate social responsibility, and arguments for and against CSR
- Ethical issues in different areas of management, for example human resources, marketing, accounting
- Ethical issues in the marketing of products and services.

Fashion: Developing Design for Production *(This module belongs to the School of Creative Arts)*

Module Code: **5ARD0027** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 5 **Semester:** B

Prerequisites: Fashion: Introduction to Creative Processes **and** Fashion: Introduction to Technical & IT Skills
Prohibited Combinations: None

Module Contents

In this module students are asked to research 'what are people wearing in the high street and why?'. It provides opportunities for in-depth customer analysis, team work and the eventual design of a garment. In addition, the use of practical skills and technologies are an important part of this module to ensure that technical competence continues to develop.

Fashion: Understanding Markets and Trends *(This module belongs to the School of Creative Arts)*

Module Code: **5ARD0026** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 5 **Semester:** A
Prerequisites: Fashion: Introduction to Creative Processes **and** Fashion: Introduction to Technical & IT Skills
Prohibited Combinations: None

Module Contents

This module is focused on the 'real world' industrial and commercial context of fashion and clothing. The content is based on selected topics from contemporary industry practices and problems, and examines the various stages from design to production as an interactive process in order for students to begin to relate their work to aspects of this economic sector.

The content will be drawn from the stages of design development, business practices, manufacturing and retailing from the UK, Europe and internationally. The focus will include examining case studies from contemporary fashion and clothing businesses.

Aspects of career choice and employability matters inform the curriculum for this module.

Teaching and learning will take the form of lectures and seminars to which students are expected to contribute. Visits to appropriate external venues and external contributors representing different sectors will be included as part of the module.

Financial Information for Managers

Module Code: **5BUS1042** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 5 **Semester:** A
Co-requisites: None
Prohibited Combinations: Analysing Financial Information; Analysing Financial Statements; Principles of Accounting & Finance; Accounting for Business

Module Contents

The module provides an introduction to financial and management accounting and will cover the collection and reporting of accounting information to both internal and external users, the use and interpretation of publicly available accounting information, as well as the role of accounting in supporting the management functions of planning, control and decision-making. Indicative topics include:

- sole trader accounts
- simple company accounts
- preparation of a simple balance sheet and an income statement from given data
- accounting ratio analysis
- cost bases for pricing
- budgeting.

Financial Reporting

Module Code: **5BUS1154** **Assessment:** 40% coursework / 60% exam
Credit Points: 30 **Level:** 5 **Semester:** AB
Co-requisites: 4BUS1054 Principles of Accounting & Finance or 4BUS1098 Accounting Principles Prohibited: 5BUS1002 Analysing Financial Information 5BUS1163 Analysing Financial Statements
Prohibited Combinations: None

Module Contents

Students will prepare financial statements (or extracts) in line with international accounting standards. These could include statement of comprehensive income, statement of changes in equity, statement of financial position and statement of cash flows.

Students will study the analysis of financial statements using ratios and other techniques and be able to communicate their findings effectively.

Students will explore and examine the sources of regulatory control (such as UK and EC regulation and the International Accounting Standards Board).

Students will study and examine relevant asset and liability international accounting standards.

Students will study the preparation of consolidated financial statements, for simple groups.

Geopolitics

Module Code: **5BUS1089** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 5 **Semester:** A
Co-requisites: None
Prohibited Combinations: None

Module Contents

The world has been changing more rapidly since the turn of the century than at any time since the Second World War. Political risk is increasingly recognized as a key factor facing international business. This module seeks to provide students with a conceptual framework based on the geopolitical perspective (and related concepts in political science) that will enable them to identify the long-term factors behind day-to-day events and to explore and debate current geopolitical developments of relevance to international business. The module involves students in analysing the strategic position and prospects of major power centres within the global political system. The focus on particular parts of the world will provide a framework for exploring thematic issues such as the rise of new industrial powers like China and India and reasons for underdevelopment in other parts of the world.

Human Computer Interaction for Commercial Applications

Module Code: **5BUS1007** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 5 **Semester:** A
Co-requisites: None
Prohibited Combinations: None
Module Contents

This module draws upon a range of disciplines to enable students to critically evaluate a consumer device of their choice that exhibits a 'poor' user interface and design a more suitable user interface for a specific group of users.
An indicative list of topics are:

User Centric Design:

- Gathering user requirement - tools and techniques
- Identifying and targeting users groups and personas

- Identifying user needs
- User activities: goals, tasks and actions
- Human-action cycle, designer-user-system (Norman and Draper) model

Scenario and case diagrams
Task allocation between human and computer
Cognitive walkthrough
Work re-engineering:

- Conceptual design: 'container', 'container network' and 'content' diagrams

Design components:

- Hardware (input and output devices)
- Environment
- Text, pictures, animation, sound and other senses
- Colours, fonts, size, unused space, lines and boxes
- Gestalt psychology

Metaphors and interaction styles for user interfaces
Design principles, design rules, style guides, design heuristics, International Standards (ISO).

Human Resource Management in Europe

Module Code: **5BUS0268** **Assessment:** 30% coursework / 70% exam
Credit Points: 15 **Level:** 5 **Semester:** A
Co-requisites: None
Prohibited Combinations: None

Module Contents

This module examines the development and expansion of the human resource management as a business function and an academic field of study in wider Europe. In particular, it will consider the benefits and problems of comparative study by exploring a number of key issues. Exploring the convergence and divergence of employment systems and structures across Europe, the module aims to promote an understanding of patterns, practices and rhetoric of human resource management as it applies to the European context. In the process of European integration, contemporary tensions and opportunities inherent in convergence and divergence of national approaches to the management of human resources will be evaluated. The national systems and discourses of training and education, employment, pay and reward, employee participation and involvement, equal opportunities management will be explored using national and European data sources. Based on empirical and academic evidence, this module promotes an understanding of the gap between rhetoric and reality of human resource management in Europe and challenges the myths surrounding European and the transformation of human resource management in Europe.

Individual Employment Law *(This module belongs to the School of Law)*

Module Code: **5LAW1003** **Assessment:** 30% coursework / 70% exam
Credit Points: 15 **Level:** 5 **Semester:** B
Co-requisites: None
Prohibited Combinations: None

Module Contents

This course provides an introduction to a range of aspects of individual employment law. It analyses the rights and duties of employers and employees, and examines the role of the law in regulating the employment relationship. The introductory topics are the sources from which labour law is derived, the institutions in which it is administered, and the significance and content of the contract of employment. The substantive topics covered by the course are equal pay law, legislation prohibiting discrimination on the grounds of sex and race, wrongful dismissal, unfair dismissal, redundancy and restraint of trade. The course is taught as academic law, but seminar questions and suggested outline answers are designed to help students to see the practical relevance of the subject.

Information Systems for Human Resource Management

Module Code: **5BUS1181** **Assessment:** 40% coursework / 60% exam
Credit Points: 15 **Level:** 5 **Semester:** A
Co-requisites: None
Prohibited Combinations: None

Module Contents

This module complements other HR modules by recognising the importance of information technologies and systems in the HRM decision-making process, strategic HRM, organisational change and development and HR evaluation. The module also enables students to build on and expand their knowledge of HRIS from both a theoretical and practical perspective.

Indicative content covers:

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

International Field Trip

Module Code: **5BUS1041** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 5 **Semester:** B
Co-requisites: The Geography of Travel & Tourism
Prohibited Combinations: None

Module Contents

This module is designed to provide students with an insight and understanding of not only the nature of tourism, but a critical appreciation of the range of influences that can impact on the destination.

Field trips are a critical tool for creating episodic memory and the creation of memory through experience within destinations is a unique feature of the module. This can be useful in providing a future reference point about tourism and the tourist experience.

(Please note that international students will require appropriate visas and extra fees will apply)

International Supply Chain Management in Europe

Module Code: **5BUS1090** **Assessment:** 40% coursework / 60% exam
Credit Points: 15 **Level:** 5 **Semester:** B
Co-requisites: None
Prohibited Combinations: None

Module Contents

Focus of this module is on the theory and practice of European supply chain management in the context of globalisation. Topics to be covered in this module include:

- The supply chain strategy;
- creating and enhancing customer value;
- performance and structure of supply chains;
- matching supply and demand;
- managing inventory the supply chain;
- purchasing and supplier relationships;
- managing quality;
- transportation, technology and ecommerce in the supply chain;
- risk management in supply chains;
- future challenges for supply chain management.

International Trade and the Open Economy

Module Code: **5BUS1040** **Assessment:** 50% coursework / 50% exam
Credit Points: 15 **Level:** 5 **Semester:** B
Co-requisites: Economic Growth, Aggregate Price & income
Prohibited Combinations: None

Module Contents
This module builds on the foundation provided by the module Economic Growth, Aggregate Price and Income (macro principles), which develops macroeconomic tools of analysis in a closed economy. It introduces and develops the analytical apparatuses, such as the IS-LM-BP model and the AS-AD framework, that are employed to explain international economy and growth. It also provides an insight into some of the principal models that have been devised to explain macroeconomic events in an open economy and to predict the consequences of certain actions by economic agents. Finally, the module evaluates the strengths and weaknesses of the various models constructed to explain international trade and the development of an open economy.

ITMB Development Exercise *(This module belongs to the School of Computer Science)*
Module Code: **5COM1065** **Assessment:** 100% coursework
Credit Points: 30 **Level:** 5 **Semester:** AB
Prerequisites: None
Prohibited Combinations: None

Module Contents
This provides the opportunity to create a software system in a professional manner, by learning and using an appropriate range of competencies and techniques. The system to be developed is typically an information management system and the development approach is based on the use of exploratory design, technical feasibility and agile methods, although reference is made to structured analysis methods too. Other aspects covered include communication and group working, while the technical skills focus on programming and program design. Industry-delivered 'guru lectures' form an essential resource for this module. This module provides sufficient skills and knowledge of current trends in the IT industry to enable successful application for an industrial placement and graduate employment.

Labour Economics
Module Code: **5BUS1116** **Assessment:** 50% coursework / 50% exam
Credit Points: 15 **Level:** 5 **Semester:** B
Co-requisites: Introduction to Microeconomics **or** Economics for Business
Prohibited Combinations: None

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

Labour Market Policy
Module Code: **5BUS1035** **Assessment:** 50% coursework / 50% exam
Credit Points: 15 **Level:** 5 **Semester:** A
Co-requisites: Introduction to Microeconomics **or** Economics for Business
Prohibited Combinations: None

Module Contents
The module studies the main issues of labour market policy, focusing mainly on the UK but also including international comparisons. It introduces concepts and approaches needed to understand the labour market, and especially the behaviour of households, firms and the government. It shows how these concepts and approaches inform labour market policy. The module covers policy issues such as the rise in women's labour force participation, early retirement trends and ageism, flexible work and job insecurity, unemployment and unemployment policy, training and education, and labour market discrimination.

Language modules See page 75

Legal Issues for Managers *(This module belongs to the School of Law)*
Module Code: **5LAW1002** **Assessment:** 50% coursework / 50% exam
Credit Points: 15 **Level:** 5 **Semester:** A
Co-requisites: None

Prohibited Combinations: None

Module Contents
The introductory section of the module will cover study skills relevant to law and an introduction to the English Legal System.
Other topics to be covered are:
Principles of contract law and the law of agency, the tort of negligence, business organisations and employment law and Alternate Dispute Resolutions will be covered in the module.

Macroeconomics
Module Code: **5BUS1162** **Assessment:** 50% coursework / 50% exam
Credit Points: 15 **Level:** 5 **Semester:** A
Co-requisites: 4BUS1033 Introduction to Macroeconomics
Prohibited Combinations: None

This module builds on the foundation provided by the first year module Introduction to Macroeconomics to examine macroeconomic issues on a more rigorous basis. It introduces and develops the analytical apparatuses such as the IS-LM model and the AS-AD framework that are employed in macro analysis. It also provides an insight into some of the principal models that have been devised to explain macroeconomic events and to predict the consequences of certain actions by economic agents. Finally, the module evaluates the strengths and weaknesses of the various models in relation to macroeconomic developments that are necessary to understand the financial world.

The module will normally cover:

1. Macroeconomic issues and macroeconomic models - macroeconomic issues over different time horizons (economic growth, business cycles, inflation and unemployment trade-off); core of macroeconomics of the short to medium run; economic reality and models; a spectrum of macroeconomic schools and their main features.

2. Neoclassical theory of economic growth: the Solow growth model; growth accounting and total factor productivity growth; endogenous growth theory.

3. Introduction to the AS-AD framework and the classical and Keynesian models - the AS-AD apparatus for the determination of equilibrium levels of output and price.

4. Aggregate income and expenditure - composition and trend of aggregate demand; the .Keynesian model of aggregate demand; the Keynesian Cross.

5. The role of the government sector in the simple Keynesian model.

6. Goods market and the IS curve, and introduction to money and the money market - interest rate and investment.

7. Demand for money - the quantity theory of money; the Keynesian analysis and post-Keynesian developments; monetarists' revival of the QTM.

8. Money market and the LM curve, and simultaneous equilibrium in the goods and money markets - the IS-LM framework; derivation of the AD curve.

9. Fiscal and monetary policies in the IS-LM model.

Macro Foundations for Finance
Module Code: **5BUS1039** **Assessment:** 50% coursework / 50% exam
Credit Points: 15 **Level:** 5 **Semester:** B
Co-requisites: Economics for Business
Prohibited Combinations: None

Module Contents

This module builds on the foundation provided by the module Introduction to Macroeconomics to examine macroeconomic issues on a more rigorous basis. It introduces and develops the analytical apparatuses such as the IS-LM model and the AS-AD framework that are employed in macro analysis. It also provides an insight into some of the principal models that have been devised to explain macroeconomic events and to predict the consequences of certain actions by economic agents. Finally, the module evaluates the strengths and weaknesses of the various models in relation to macroeconomic developments that are necessary to understand the financial world.

Management Accounting for Business Decisions

Module Code: **5BUS1038** **Assessment:** 100% exam
Credit Points: 15 **Level:** 5 **Semester:** A/ B
Co-requisites: Accounting for Business **or** Principles of Accounting & Finance
Prohibited Combinations: Cost & Activity Management

Module Contents

The module is aimed at prospective managers to enable them to understand the benefits and potential pitfalls of using management accounting information when making managerial decisions. Indicative areas covered are:

- Description and analysis of management accounting and reporting.
- Traditional and modern methods of costing including the treatment of overheads, and the role of such information in driving pricing, mix and investment decisions.
- The role, design and implementation of budgetary planning and control systems.
- Variance analysis.
- Alternative methods of investment appraisal and an assessment of the merits and problems of each.
- How to interpret the information generated in order to provide decision-making advice to management

Managing People

Module Code: **5BUS1037** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 5 **Semester:** A/ B
Co-requisites: None
Prohibited Combinations: People Resourcing, Managing People (B)

Module Contents

Managing People aims at providing students with an introduction to the management of people in organisations. Content includes:

- The development of HRM, theory and practice, contextual factors, strategic approaches.
- Recruitment and selection - role of R&S, models of R&S and their application.
- Equality and diversity - the case for equality and diversity. Approaches to implementing equality and diversity policies and tackling discrimination in organisations.
- Flexibility - managing flexibility.
- Performance and reward management - managing people for performance, motivation and the link with reward management.
- Employee participation and involvement - definition of terms. Factors affecting the success of employee involvement (EI). Effective communication.
- Learning and development - contribution it can make to people performance and business success from identifying needs to evaluation of the outcomes.

Managing people activities will be introduced from both strategic and operational perspectives. The role of the HR function and the line manager will be introduced.

Marketing for the Creative and Cultural Industries

Module Code: **5BUS1033** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 5 **Semester:** B
Co-requisites: Principles of Marketing
Prohibited Combinations: None

Module Contents

This module focuses on the role and application of marketing theories and techniques to the arts, both in the profit and non-profit sectors. It focuses on the arts marketing environment, reflecting on well-known marketing concepts, and develops themes such as celebrities, social arts marketing, multi-culturalism, controversy and ethics.

Marketing for the Small Enterprise

Module Code: **5BUS1031** **Assessment:** 40% coursework / 60% exam
Credit Points: 15 **Level:** 5 **Semester:** B
Co-requisites: Principles of Marketing
Prohibited Combinations: None

Module Contents
This module explores the issues of marketing and marketing research in the context of dynamic and complex small business environments. It will therefore introduce and examine a wide range of issues including: opportunity recognition and marketing research, new product development (NPD), pricing, promotion, networking and word of mouth, relationship and services marketing, sales and selling, and distribution.

Marketing Planning
Module Code: **5BUS1032** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 5 **Semester:** A
Co-requisites: Principles of Marketing
Prohibited Combinations: None

Module Contents
This module will introduce students to the underlying philosophy of marketing planning and the significance of the planning phase in order to give an overall perspective of what planning aims to achieve. It will introduce a range of tools and techniques for use when developing marketing plans and test students' ability to synthesise and apply these.

Mobile Business Technologies
Module Code: **5BUS1066** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 5 **Semester:** B
Co-requisites: None
Prohibited Combinations: None

Module Contents
In today's digital age, mobile phones have become an integral part of daily life used by millions of people and businesses around the world. Increasingly sophisticated technologies from Apple, Google and Blackberry in both the hardware and the software are turning mobile phones into communications devices that are taking over from the desktop PC as the most important piece of business equipment. Furthermore, some of the most important benefits of different mobile technologies are improved communication with staff, clients, suppliers, reduced downtime, and increased productivity and improve customer service. Therefore, this module looks at the heart of the power of the mobile business technologies for different business processes in an organisation.
The following is an indicative list of topics:

- Market trends of the mobile technology
- Interfaces and usability of the mobile applications
- Mobile enabled features such as location, accelerometer and multi-touch
- Customer user experience, customisation in mobile technologies
- The future trends of the mobile industry
- Mobile application for specific business process in an organisation
- Google, Apple and Blackberry platforms for business
- Web 2.0 in conjunction with mobile applications

Modelling Business Problems
Module Code: **5BUS1098** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 5 **Semester:** A
Co-requisites: None
Prohibited Combinations: None

Module Contents
This module introduces the student to the principles and practices involved in the development of models used in organisational environments. The module will provide, through the advanced use of Microsoft Excel, an ability to build computer-based business models using management science techniques and interpret the output of these models in order to determine the required policies to address management problems.
The module includes the following topics:

- spreadsheets in business;
- marketing models with Excel;
- financial models with Excel;
- forecasting methods and models;

- validation and documentation of computer models;
- computer simulation;
- optimisation techniques with Excel;
- Excel macros.

Operations Management for Events

Module Code: **5BUS1114** **Assessment:** 40% coursework / 60% exam
Credit Points: 15 **Level:** 5 **Semester:** B
Co-requisites: None
Prohibited Combinations: None

Module Contents

This module provides an introduction to the management of operations for the event planner and venue provider by considering theories, tools and techniques to assist in the analysis, planning, implementing and evaluation of events. It takes a holistic view of an event enterprise, and links traditional topics within operations management to provide a coherent and practical approach specifically for the events manager.

Organisational Psychology

Module Code: **5BUS1030** **Assessment:** 30% coursework / 70% exam
Credit Points: 15 **Level:** 5 **Semester:** A
Co-requisites: None
Prohibited Combinations: None

Module Contents

This module will explore factors influencing people's behaviour and the ways that they experience work within organisations. The module provides a springboard for students to appreciate a wide range of theories which can be related directly to actual work practices.
Content includes:

- selection and assessment
- job design and motivation
- group functioning at work and in organisations
- issues related to the advancement of information technology
- occupational stress
- training and development
- decision-making in organisations.

Performance Management and Reward

Module Code: **5BUS1020** **Assessment:** 50% coursework / 50% exam
Credit Points: 15 **Level:** 5 **Semester:** B
Co-requisites: People Resourcing
Prohibited Combinations: None

Module Contents

The module provides a review of performance management and reward practice in organisations. An exploration and analysis of theoretical models and how they link to current practice will be examined, along with the role of HRM within this.
The content includes:

- Appraisal systems and how they operate
- Talent management
- Managing poor performance
- Labour turnover and retention
- Reward strategies: job evaluation, market rates and internal equity
- Performance related pay
- Equal pay
- Flexible benefits
- Total reward and adding value.

Principles of Operations Management

Module Code: **5BUS1023** **Assessment:** 40% coursework / 60% exam
Credit Points: 15 **Level:** 5 **Semester:** B
Co-requisites: None
Prohibited Combinations: None

Module Contents

The module is designed to provide a solid understanding of operations management methods. Students will gain experience together with knowledge of techniques and tools to support decisions made within the context of operations. There will be an opportunity to gain a clear understanding of quantitative and qualitative approaches to operations management and students will be introduced to the use of software to aid decision-making.

The schedule will include: Introduction to OM, OM strategy, product planning, quality management and control, forecasting demand, process planning, measuring and improving performance, managing capacity, resource planning, managing the supply chain, facilities location.

Product Innovation

Module Code: **5BUS1022** **Assessment:** 70% coursework 30 % practice
Credit Points: 15 **Level:** 5 **Semester:** B
Co-requisites: Principles of Marketing
Prohibited Combinations: None

Module Contents

Winning and keeping customers is essential for success in markets be they consumer, industrial or not for profit. Development of a superior value proposition for customers is critical in achieving such success. This module provides students with the tools for identifying key customer values and developing innovative products and services to delight them, thereby creating and sustaining profitable long term relationships.

Concepts will include the product life cycle strategies; product/service portfolio analysis; new product/service models; management of products and services; market and environmental analysis and types of product decisions, commercialisation and the influence of the consumer on the production innovation process.

Product Innovation (International)

Module Code: **5BUS1106** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 5 **Semester:** B
Co-requisites: Principles of Marketing
Prohibited Combinations: None

Module Contents

Developing new products and services on a continuous basis is essential for organisational survival and competitive position. Most organisations operate in global markets that are hypercompetitive. Developing new products from idea generation to commercialisation is a challenge that needs to be understood by everyone within the organisation. In this module, we aim to understand how this process is planned and executed by undertaking the development of new products and service ideas for identified markets. Students will also critically evaluate the latest thinking, theories and concepts to challenge some of the established norms of developing new products. Attention will be given to the NPD process of large and small to medium businesses.

Project Planning and Control

Module Code: **5BUS1008** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 5 **Semester:** B
Co-requisites: None
Prohibited Combinations: None

Module Contents

Project management is essential in all business development and this module gives students hands-on experience of managing the project process. Typical contents include:

- An introduction to project management
- Project initiation and planning
- Working in project teams
- Risk identification, analysis and planning
- Quality in projects
- Project monitoring, evaluation and control
- time, cost and quality/performance
- earned value
- managing changes to the project
- project closure and evaluation

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

Public Relations Concepts and Campaigns

Module Code: **5BUS1018** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 5 **Semester:** B
Co-requisites: Principles of Marketing **and** Introduction to Marketing Communications
Prohibited Combinations: None

Module Contents
The module will develop student's knowledge and skills in PR and marketing communications. The module combines an understanding of relevant PR theories alongside current issues and campaigns.
The module content/lectures will be as follows:

- Introduction to the module
- PR process
- PR public
- Indirect communications
- Direct communications
- Indirect and direct communications a practitioner's viewpoint
- Crisis management
- Crisis management a practitioner's viewpoint
- PR ethics
- New media and PR.

Responsible Tourism 1: Society and Culture
Module Code: **5BUS1014** **Assessment:** 60% coursework / 40% exam
Credit Points: 15 **Level:** 5 **Semester:** B
Co-requisites: The Geography of Travel & Tourism
Prohibited Combinations: None

Module Contents
This module raises awareness of the impacts that tourism has on society and culture, especially where community and culture are seen as prime resources.
Indicative module content:

- An overview of the recognised socio-cultural impacts of tourism and key theories and authors in this field.
- Issues of authenticity and commodification, and tourism as an agent of change in host areas.
- Typologies of tourists, focusing on motivations to travel, benefits sought, and resulting attitudes and behaviours.
- Corporate social responsibility and the industry's response to growing responsible tourism movement.
- The role of non-government organisations (NGOs) and community-based organisations (CBOs) in managing tourism development that respects host cultures.
- The involvement of local people in the tourism planning process and the delivery of sympathetic tourism products.

Risk Management and Security for Events
Module Code: **5BUS1102** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 5 **Semester:** A
Co-requisites: The Event Industry **OR** Conferences, Festivals & Events
Prohibited Combinations:

Module Contents
The module introduces students to the concept of the effective management of risks in respect of health, safety, and security to ensure visitor safety within venues and during transit to and from events. Of paramount importance to event managers has to be their attention to detail and, in particular, compliance with laws, rules and regulations and the application for licences. Legislation and social issues in respect of alcohol, narcotics, and violence will be explored. Students will also learn about crowd behaviour in specific venues or event settings in order to prevent in order to prevent fatalities, injuries or negative media exposure and negative customer feedback. Students will also learn how to plan for exogenous events such as extreme weather events.

Services Marketing
Module Code: **5BUS1111** **Assessment:** 70% coursework 30% practical
Credit Points: 15 **Level:** 5 **Semester:** B
Pre-requisites: 4BUS1010 Principles of Marketing
Co-requisites: None
Prohibited Combinations: None

Module Contents
The module is designed for marketing specialist students to introduce them to the ever increasing services industries, both in commercial and non-commercial sectors, through various marketing applications in a wide range of situations, including non-traditional marketing contexts. Certain sectors and industries are frequently covered by marketing courses, whilst other

areas, although extremely important to a country in terms of gross turnover and strategic implications, are virtually neglected, leaving marketing students ill-prepared when they leave university and work in a variety of situations either on placement or after graduation. This module aims to look at the different applications of the marketing mix particularly within the service environment – and how the different commercial and organisational settings affect the implementation of marketing principles. Such areas as retailing, public sector, small businesses, charities and non-profit making organisations and professional services will be covered.

Statistical Modelling

Module Code: **5BUS0256** **Assessment:** 40% coursework / 60% exam
Credit Points: 15 **Level:** 5 **Semester:** B
Co-requisites: This module is intended for students who have studied 15 credits of quantitative methods at Level 4 and/or who are familiar with basic methods of statistical interference.
Prohibited Combinations: None

Module Contents

This module has been developed to give students a detailed understanding of the commonly used statistical modelling techniques of analysis of variance and regression analysis.
The following topics are considered on this module:

- Regression Analysis including: simple linear regression; ANOVA applied to regression; multiple regression; polynomial regression; simple examination of residuals; choice of regressors; multicollinearity; use of dummy variables.
- Analysis of Variance including: one and two factor designs, partitioning of sums of squares; fixed and random effects; interaction.

The module is supported throughout by the use of a statistical computer package (e.g. MINITAB or SPSS) which facilitates the analysis of data sets, taken from a variety of application areas, using the methods taught in the lectures.

Strategic Marketing Planning

Module Code: **5BUS1099** **Assessment:** 30% coursework / 70% exam
Credit Points: 15 **Level:** 5 **Semester:** A
Co-requisites: Principles of Marketing
Prohibited Combinations: None

Module Contents

This module will introduce students to the underlying philosophy of marketing planning and the significance of the planning phase in order to give an overall perspective of what planning aims to achieve. It will introduce a range of tools and techniques for use when developing marketing audits and plans and test students' ability to synthesise and apply these.

Techniques of Economic Analysis

Module Code: **5BUS1015** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 5 **Semester:** A
Co-requisites: 4BUS1107 - Economics Tools and Techniques or 4BUS1018 - Quantitative Methods of Economics.
Prohibited Combinations: None

Module Contents

Economic analysis in practice inevitably entails the identification, collection, interpretation and processing of empirical evidence in various forms. This module will, first of all, introduce students to a range of essential quantitative techniques for economic analysis, such as solving simultaneous equation systems, differentiation, optimisation, and solving growth, discounting and data envelopment analysis problems. The quantitative pre-requisites are limited to simple algebra and basic statistics. The module will then enable students to apply relevant techniques to the study of a range of economic issues concerning firms, markets and the macroeconomy using real world datasets.

The Event Experience

Module Code: **5BUS1103** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 5 **Semester:** A
Co-requisites: The Event Industry, Principles of Marketing *(Recommended)*
Prohibited Combinations: None

Module Contents
The module will examine positive and negative experiential impacts of events upon participants, supplemented with the study of examples of best and worst practice. Students will be taught relevant methods of market research used in identifying consumer needs, and the link between their findings and subsequent design considerations. The segmentation of event stakeholders and relating these segments to the event experience will be studied. The investigation of marketing techniques for targeting stakeholders provides a basis upon which students will be able to develop marketing strategies.

The International Tourism Business
Module Code: **5BUS1009** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 5 **Semester:** A
Co-requisites: Professionalism in Tourism Management **or** Principles of Tourism Marketing
Prohibited Combinations: None

Module Contents
Students will explore operational aspects of tourism organisations and identify key strategic issues facing a number of tourism related sectors, often within an international context. Corporate successes and failures will be analysed in relation to the changing business environment that tourism organisations and enterprises operate in. Focus on the main elements of the tourism distribution system and how it has responded to changing consumer trends, the technological political and legal environment. On completion of this module students will have a clear understanding of how the different sectors of the travel and tourism industry interface with one another. Emphasis is placed on the significance and influence tour operators have within the industry.

The Tourist Market
Module Code: **5BUS1012** **Assessment:** 60% coursework /40 % exam
Credit Points: 15 **Level:** 5 **Semester:** B
Co-requisites: Principles of Tourism Marketing
Prohibited Combinations: None

Module Contents
The module is designed to build on marketing theory covered in Principles of Tourism Marketing or a similar introductory marketing module. This module will encourage a multi-disciplinary understanding of marketing issues by introducing consumer psychology. Students will explore theory and concepts involved in segmenting the tourist market by evaluating demographic and psychographic segmentation. This module will examine elements of the marketing mix and techniques used to target tourist segments with specific attention given to good marketing practices and sustainable tourism practice.

Trends in Technology
Module Code: **5BUS1010** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 5 **Semester:** A
Co-requisites: None
Prohibited Combinations: None

Module Contents
The module is designed to cover the business implications (both opportunities and problems) of a number of technological developments in the business information systems area. These will include:

- current network and communication technologies;
- hardware and software, physical and virtual networks;
- communication protocols, internet, intranets, extranets;
- the use of both private and publicly accessible networks for the transmission of both sensitive information and financial transaction data EDI, EFTPOS, SSL, encryption, fraud and fraud prevention, cryptography, cryptology;
- the use of artificial intelligence (AI) in business and day-to-day computing;
- the effect that new and emerging technology has on social, cultural and values, together with ethical implications;
- the perceived and real benefits of technology trends, and the real costs and issues

Understanding Customers
Module Code: **5BUS1165** **Assessment:** 50% coursework / 50% exam

Credit Points: 15 **Level:** 5 **Semester:** A
Co-requisites: Principles of Marketing
Prohibited Combinations: None

Module Contents
The understanding of consumers and their buyer behaviour will enable students to have a greater understanding of targeting customer group, product and brand positioning for the development of new product ranges, target marketing and tailored communication strategies. This module will arm students seeking to gain a career in market analysis, customer analysis, advertising and marketing communications.

LEVEL 6 MODULE INFORMATION

Accounting and Finance in the Voluntary Sector

Module Code: **6BUS1122** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 6 **Semester:** B
Pre-requisites: None
Co-requisites: Financial Accounting & Reporting **OR** Cost & Performance Management **OR** Analysing Financial Information **OR** Management Accounting for Business Decisions
Prohibited Combinations: None

Module Contents
The module aims to provide students with an understanding of the role of accounting and finance within the context of the voluntary sector. Indicative content includes:

- The background of the development of the Charities SORP
- Relevant disclosure requirements
- Current developments
- Challenges faced by financial management professionals within charities

Advanced Corporate Finance

Module Code: **6BUS1120** **Assessment:** 40% coursework / 60% exam
Credit Points: 15 **Level:** 6 **Semester:** A
Pre-requisites: None
Co-requisites: Financial Management **or** Principles of Corporate Finance 1 **and** Principles of Corporate Finance 2 **or** Principles of Corporate Finance
Prohibited Combinations: None

Module Contents
This module builds on the issues examined in previous studies in the finance area (typically at level 5) to provide students who are specialising in accounting and/or finance with a thorough understanding of the theory and practice of the finance function within an organisation and of the theories and techniques that would be relevant to finance specialists.
Indicative areas covered could include:

- The basis of corporate finance
- Dividend policy
- Risk and return
- Corporate restructuring
- Capital investment appraisal
- Portfolio analysis.

Advanced Corporate Reporting

Module Code: **6BUS01003** **Assessment:** 40% coursework / 60% exam
Credit Points: 15 **Level:** 6 **Semester:** A
Pre-requisites: Financial Statements 1 **and** 2*
Co-requisites: None
Prohibited Combinations: None
**Direct entry students must have studied consolidated accounts at an introductory level.*

Module Contents
The module will provide students with an understanding of the international reporting framework and the techniques to be able to prepare financial statements for a group.
Indicative content includes:

- conceptual frameworks
- advanced consolidations
- current developments
- relevant accounting standards

Advanced Integrated Marketing Internship

Module Code: **6BUS1158** **Assessment:** 100% coursework
Credit Points: 30 **Level:** 6 **Semester:** AB
Pre-requisites: 4BUS1010 Principles of Marketing 5BUS1099 Strategic Marketing Planning
Co-requisites: None
Prohibited Combinations: None

Module Contents
This module is designed to develop high calibre research on a "live" topic and provide students with essential work experience. An organisation is asked to act as a client to discuss aspects of their current strategic marketing position with a student. The student investigates the issues highlighted and provides conclusions and viable recommendations based on rigorous and in depth research. It is similar in depth and breadth to the more traditional and widely known dissertation, but gives students an opportunity to apply their knowledge and understanding to a critical business situation. Attached module: Therefore, students are required to take the Research Methods (6bus1086) that is attached to dissertation in order for them to obtain knowledge and understanding of carrying out primary research and interpreting data.

Advanced Project and Risk Management
Module Code: **6BUS1012** **Assessment:** 40% coursework / 60% exam
Credit Points: 15 **Level:** 6 **Semester:** B
Pre-requisites: None
Co-requisites: Project Planning & Control
Prohibited Combinations: None

Module Contents
Projects are one of the principal means by which organisations implement change and manage the challenges arising from the business environment. Public and private sector organisations are increasingly managing by projects to improve internal operations, respond rapidly to external opportunities and threats, achieve technological breakthroughs and design and develop new products and services. Addressing these matters, typical contents include:

- a review of project management fundamentals;
- project management organisation and structure;
- the role and capabilities of the project manager including reflective practice;
- managing relationships in the project environment including team leadership and stakeholder management;
- strategy and project management;
- quality and change management;
- project characteristics - novelty, complexity, pace and technology;
- advanced risk management and project uncertainty and advanced risk management;
- project management methodology;
- project closure and evaluation extended perspectives on the levels and dimensions of project performance.

Advertising Strategy
Module Code: **6BUS1021** **Assessment:** 30% coursework / 70% exam
Credit Points: 15 **Level:** 6 **Semester:** B
Pre-requisites: None
Co-requisites: Principles of Marketing **AND** Introduction to Marketing Communications **AND** Advertising Concepts & Campaigns
Prohibited Combinations: None

Module Contents
This module will offer an integrated approach to the study of advertising strategy and management. The work will mainly be based on the IPA (Institute of Practitioners) published case studies covering a wide range of brands and service, both private and public organisations. Students are required to read the trade press and be aware of advertising campaigns in order to apply theory to current practice. Students will be expected to be able to use electronic searching techniques to find out details of campaigns and associated advertising agencies, as well as study-published market reports on products/brands. Independent study into published theoretical journal articles will be encouraged and the skills of critical analysis will be introduced. Controls on advertising will be considered, e.g. Advertising Standards Authority.

Agency Relations
Module Code: **6BUS1163** **Assessment:** 70% coursework / 30% practical
Credit Points: 15 **Level:** 6 **Semester:** A
Pre-requisites: None
Co-requisite: Introduction to Marketing Communications **AND** Advertising Concepts & Campaigns **AND** Creativity in Advertising
Prohibited Combinations: None

Module Contents

This module will be focusing two main areas:

- understanding the frameworks of working in an advertising and communications agency
- preparing for employment within an agency environment

The following areas will be covered throughout the module:

- Overview of how Advertising and Communications agencies work
- Organisational structure of an agency and exploring different departments within (creative, account management, media planning, production)
- Short-term and long-term client relationships
- How to secure an employment in an agency environment (gaining experience through internships, shadowing, graduate schemes)
- Applications, interviews and portfolios
- Progression opportunities UK and abroad
- Our graduates will be able to consider multiple perspectives as they apply intellectual rigour and innovative thinking to the practical and theoretical challenges they face

Analysis of Current Issues in Finance

Module Code: **6BUS1046** **Assessment:** 100% coursework
Credit Points: 30 **Level:** 6 **Semester:** AB
Pre-requisites: None
Co-requisite: Quantitative Methods for Finance
Prohibited Combinations: None

Module Contents

The module contains two different yet complementary themes. They are, firstly, the introduction to topical research themes in finance and, secondly, the evaluation of such themes using quantitative analysis.

The two parts are approached differently. The first part relates to studies that are of current interest to which skills of analysis can be applied - examples would include financialisation (increase in importance of the financial industry), regulation and corporate governance within the field of finance. The second part would include event analysis for (say) takeovers, corporate failure, rights issues, capital market movements, etc. The themes are complementary as they both apply publicly available data to scrutiny..

Anatomy of Financial Crises

Module Code: **6BUS1002** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 6 **Semester:** B
Pre-requisites: None
Co-requisites: Introduction to Microeconomics **OR** Introduction to Macroeconomics **OR** Economics for Business
Prohibited Combinations: None

Module Contents

This module provides an opportunity to explore the major financial crises that took place across the globe since the early 20th century. It aims to reconstruct some of the financial theories on the basis of the empirical evidence as opposed to 'the theory first application later' approach.

Behavioural Finance

Module Code: **6BUS1195** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 6 **Semester:** B
Pre-requisites: None
Co-requisite: Principles of Corporate Finance **AND** Financial Management
Prohibited Combinations: None

Module Contents

The module will typically cover:

- An introduction to Behavioural Finance. Comparisons between behavioural and traditional finance. Key developments in Behavioural Finance.
- Heuristics and framing. Reasons for using heuristics for decision making and associated problems.
- Prospect theory. An introduction to key decision-making variables such as the differential treatment of losses and gains, reference points and loss aversion.

- Disposition effect. A review of empirical evidence related to the disposition effect in trading behaviour and its implications.
- Overconfidence and other behavioural biases.
- Emotion and market bubbles. Exploration on how the subtle and complex way people's feelings affect their investment decisions and how markets periodically break down.
- Familiarity bias, herding and trust.
- The role of social influences in finance and investor behaviour.
- Experimental economics/finance. A discussion of the basic methods and challenges of experimental finance, and its close connection to research in behavioural finance.

Business and Commercial Awareness

Module Code: **6BUS0279** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 6 **Semester:** A
Pre-requisites: None
Co-requisites: None
Prohibited Combinations: None

Module Contents

This module is essentially workshop-based, where students will role play members of an organisational management team as they develop plan and implement a new product or service for their organisation. The module will consolidate functional business knowledge and provide students with an opportunity to integrate theories and gain experience in a simulated business environment. Students will be encouraged to reflect upon that experience in preparation for their future business career.

Business Events

Module Code: **6BUS1160** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 6 **Semester:** B
Pre-requisites: None
Co-requisites: None
Prohibited Combinations: None

Module Contents

The curriculum will normally include: understanding niche and live events, the range of MICE market products; the needs of the MICE market segment (eg information, services, technical equipment etc); ways to develop this segment; techniques for enhancing their contribution to host economies; marketing strategies to target the MICE market; global competition for the MICE market and international marketing strategies.

Business Strategy

Module Code: **6BUS1143** **Assessment:** 30% coursework / 70% exam
Credit Points: 15 **Level:** 6 **Semester:** B
Pre-requisites: None
Co-requisites: None
Prohibited Combinations: Strategic Leadership in a Changing World; Financial Strategy, Using IT to Gain Strategic Advantage

Module Contents

The module will focus on the many conflicting perspectives within the subject of business strategy and consider the problems involved in researching and developing strategies and plans and implementing them within the limitations of the organisation. It considers a range of analytical techniques and concepts, both applying them and critically evaluating their usefulness through the use of case study work. The module includes a comprehensive review of current strategic issues, identifying the contradictions and paradoxical nature of strategic decision-making and strategic planning.

Business to Business Marketing

Module Code: **6BUS1022** **Assessment:** 50% coursework / 50% exam
Credit Points: 15 **Level:** 6 **Semester:** A
Pre-requisites: None
Co-requisites: Principles of Marketing **AND** Marketing Planning
Prohibited Combinations: None

Module Contents
This module focuses on the role and application of business and institutional marketing theories. At the end of this module, students should be able to evaluate the usefulness of various marketing techniques for a range of business organisations. In particular, the module deals with the limitations of traditional marketing models and concepts as applied to business to business marketing, and the relevance of relationship and network management. Students will be expected to work in groups to carry out extensive study and research in order to produce a useful business to business marketing strategy.

Contemporary Issues in Accounting and Finance

Module Code: **6BUS1098** **Assessment:** 70% coursework 30% practice
Credit Points: 15 **Level:** 6 **Semester:** B
Pre-requisites: None
Co-requisites: None
Prohibited Combinations: Contemporary Issues in Marketing, Contemporary Issues in Tourism Management, Contemporary Issues in Entrepreneurship

Module Contents
This module will bring together a range of theories across accounting and finance and consolidate students' understanding, while giving them the skills and opportunity to examine and evaluate alternative valid views of the role of accounting and finance. Students will be asked to use their research skills to develop an in-depth understanding of contemporary issues while being encouraged to examine and question the legitimacy of the status quo. It will also discuss alternative models for both the regulation and presentation of accounting and finance information. Students will look at a range of issues and examine what impact, if any, these could have on accounting and finance. Students who undertake this module will expand their knowledge and hone their ability to question currently accepted methods and approaches to accounting and finance information, and be in a position to propose and evaluate alternative methodologies.

Contemporary Issues in Business and Management

Module Code: **6BUS1101** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 6 **Semester:** A/ B
Pre-requisites: None
Co-requisites: None
Prohibited Combinations: Contemporary Issues in Marketing, Contemporary Issues in Tourism Management, Contemporary Issues in Entrepreneurship

Module Contents
This module will bring together a range of current research on contemporary strategic issues in business and management and enable students to consolidate their understanding of these issues, whilst giving them the skills and opportunity to examine and evaluate alternative valid views.
Students will be asked to use their research skills to develop an in-depth understanding of these contemporary issues while being encouraged to examine and question the legitimacy of alternative approaches to management and to evaluate the impact, if any, of these issues on a business' strategic development.
Students are expected to draw on the whole range of knowledge and skills developed during their studies when reviewing research literature and evaluating business and management responses to contemporary issues.

Contemporary Issues in Economics

Module Code: **6BUS1097** **Assessment:** 70% coursework 30% practice
Credit Points: 15 **Level:** 6 **Semester:** B
Pre-requisites: None
Co-requisites: None
Prohibited Combinations: Contemporary Issues in Marketing, Contemporary Issues in Tourism Management, Contemporary Issues in Entrepreneurship

Module Contents
This module aims to enhance students' understanding of different theoretical frameworks and research methodologies in order for them to develop their understanding of how knowledge is created and develops in the area of economics. Students will then study selected key contemporary issues from an economic perspective. The exact topics will, by definition, change depending on the issues of the day, but, in all cases, students will be able to see the benefit of using appropriate tools of economic analysis.
Issues will be evaluated on the basis of the quality of economic explanation offered, both in terms of theory and evidence. In this way, students can appreciate how theory can be effectively translated into real policy action.

Contemporary Issues in Ethics, Business and Sustainability

Module Code: **6BUS1210** **Assessment:** 50% coursework / 50% exam
Credit Points: 15 **Level:** 6 **Semester:** B
Pre-requisites: None
Co-requisite: None
Prohibited Combinations: None

Module Contents

This module enables students to identify and evaluate a range of national and global approaches to sustainability, exploring the various meanings attached to the word 'sustainability' and alternative strategies and drivers. Students will discuss the technology which businesses, and government agencies are using to develop and evaluate their practice in this area. Issues of ethics and social responsibility, stakeholders, political legitimacy and economic longevity will be considered together with the ecological issues which are the main focus of current media debates.

Students will gain the ability to identify and explain the major developments in national and global sustainability practice in the twenty-first century and to compare and contrast alternative approaches, supporting an informed choice of a personal ethical and practical stance to guide their future handling of sustainability issues.

Contemporary Issues in Event Management

Module Code: **6BUS1094** **Assessment:** 70% coursework 30% practice
Credit Points: 15 **Level:** 6 **Semester:** B
Pre-requisites: None
Co-requisites: None
Prohibited Combinations: Contemporary Issues in Marketing, Contemporary Issues in Tourism Management, Contemporary Issues in Entrepreneurship

Module Contents

The module will enable students to explore the relevance of current research publications in event management and issues confronting event managers in practice. A number of issues will be introduced in themed lectures, and students will choose an issue to explore in more depth using their own secondary research. Students will be encouraged to attend relevant open UHBS research forums to help them to engage with the UHBS Research Community and acquaint them with its distinctive character and the research programs being pursued. Seminar activity will provide a forum for discussion both of research publications and of the students' work in progress. Students are expected to draw on the whole range of knowledge and skills developed in their degree program when reviewing research literature.

Contemporary Issues in Human Resource Management

Module Code: **6BUS1095** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 6 **Semester:** B
Pre-requisites: None
Co-requisites: None
Prohibited Combinations: Contemporary Issues in Marketing, Contemporary Issues in Tourism Management, Contemporary Issues in Entrepreneurship

Module Contents

The module provides a contemporary, research-based and critical approach to the study of the human resource management field in a strategic context, drawing upon related aspects of work, employment, organisation, society and policy as appropriate.

The module will help students identify some of the key theoretical frameworks that underpin research and alternative research methods. It will also consider in detail selected discipline-specific issues. These will be the key contemporary issues in the HRM field at the time the module runs.

Content may include contemporary debates on some of the following:

- the meaning of strategy and strategic HRM;
- synergy between HRM theory, application and practice with respect to broader organisational issues;
- current trends in work, employment, organisation, society and policy as they relate to the HRM field.

Contemporary Issues in Marketing

Module Code: **6BUS1093** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 6 **Semester:** B
Pre-requisites: None
Co-requisites: None
Prohibited Combinations: Contemporary Issues in Human Resource Management, Contemporary Issues in Tourism Management, Contemporary Issues in Entrepreneurship

Module Contents

This module will bring together a range of theories across marketing and consolidate their understanding while giving them the skills and opportunity to examine and evaluate alternative, valid views of the role of marketing. Students will be asked to use their research skills to develop an in-depth understanding of contemporary issues while being encouraged to examine and question the legitimacy of the status quo. It will also discuss alternative models for both the regulation and presentation of marketing information.

Students will look at a range of issues and examine what impact, if any, these could have on the marketing discipline.

Students who undertake this module will expand their knowledge and hone their ability to question currently accepted methods and approaches to marketing information, and be in a position to propose and evaluate alternative methodologies.

Contemporary Issues in Tourism Management

Module Code: **6BUS1091** **Assessment:** 60% coursework 40% practice
Credit Points: 15 **Level:** 6 **Semester:** B
Pre-requisites: None
Co-requisites: None
Prohibited Combinations: Contemporary Issues in Human Resource Management, Contemporary Issues in Marketing, Contemporary Issues in Entrepreneurship

Module Contents

The module will enable students to explore the relevance of current research publications in tourism and issues confronting tourism managers in practice. A number of issues will be introduced in themed lectures and students will choose an issue to explore in more depth, using their own secondary research. Students will be encouraged to attend relevant open UHBS research forums to help them to engage with the UHBS research community and acquaint them with its distinctive character and the research programmes being pursued.

Seminar activity will provide a forum for discussion both of research publications and of the students' work in progress.

Students are expected to draw on the whole range of knowledge and skills developed in their degree programme when reviewing research literature.

Corporate Governance

Module Code: **6BUS1004** **Assessment:** 40% coursework / 60% exam
Credit Points: 15 **Level:** 6 **Semester:** A
Pre-requisites: None
Co-requisites: Principles of Accounting & Finance **OR** Accounting for Business
Prohibited Combinations: None

Module Contents

The module begins by establishing the importance of effective corporate governance, moves on to an examination of the current roles of the main parties involved and concludes with a look at how this area may develop in the future.

The following is a list of indicative content:

- Theories of corporate governance
- Framework of corporate governance practice
- Specific codes relating to UK reporting practice, e.g. stock exchange combined code
- Stakeholder analysis
- UK and US comparison - voluntary and legislative approaches
- Corporate governance in the major developing nations
- Design of appropriate managerial awards programmes and their relating reporting issues
- Risk management
- Use of non-executive directors
- Internal processes for the management of corporate governance issues (e.g. remuneration committee)
- Corporate social responsibility
- Organisational response to the increasing strictures of corporate governance and how they might exploit competitive advantages there from.

Corporate Treasury Management

Module Code: **6BUS1124** **Assessment:** 40% coursework / 60% exam
Credit Points: 15 **Level:** 6 **Semester:** A
Pre-requisites: None
Co-requisites: Principles of Corporate Finance **OR** Financial Management
Prohibited Combinations: None

Module Contents

Covers theory and practice underpinning the principal elements of corporate treasury management:

- Capital Markets and Funding. Different techniques and sources for raising funds, from bank debt to equity finance
- Cash and Liquidity Management. Forecasting cash needs, managing cash flows and short-term borrowings efficiently.
- Corporate Financial Management. Addresses fundamental questions on what assets the business should invest in and what capital structure should be put in place to raise the money.
- Risk Management. Understanding financial and business risks the company is exposed to and if returns generated are sufficient to justify taking those risks.
- Treasury Operations and Controls. Running a treasury function: necessity for policies, procedures, staffing, systems, controls and relationships with internal/external parties.
- Successful completion of this module will provide grounding in the technical skills necessary for corporate treasury management, skills which are also relevant in a variety of roles in accountancy and financial management.

Creative Problem Solving for Managers

Module Code: **6BUS1047** **Assessment:** 50% coursework / 50% exam
Credit Points: 15 **Level:** 6 **Semester:** A/ B
Pre-requisites: None
Co-requisites: None
Prohibited Combinations: None

Module Contents

This module is very practically-orientated, intended for students wishing to become an effective manager, consultant, or business analyst.

The really important problems and crucial decisions faced by managers in their work are often complex and ill-defined. Problem-structuring (or soft systems) methods have been developed to help us cope in these challenging, unstructured situations. Often, managers are faced with different perspectives, worrying uncertainties or multiple interacting and dynamic factors. Therefore, rigorous analysis of these ill-defined problems requires both creative and system-based approaches.

The three methodologies selected for this module are:

- SODA/Journey Making
- Soft Systems Methodology (SSM)
- System Dynamics (SD)

Databases for Management Decision Making

Module Code: **6BUS1070** **Assessment:** 50% coursework / practical 50%
Credit Points: 15 **Level:** 6 **Semester:** A
Pre-requisites: None
Co-requisites: None
Prohibited Combinations: None

Module Contents

This module is aimed at students with a particular interest in information systems in a business context. It combines a practical and theoretical approach to database systems. Students develop their business analysis skills as they produce a logical model of information system requirements. The acquisition of skills in the application of SQL exposes students in a very practical way to the means by which information is extracted from databases and manipulated for presentation to the user, underpinning a more theoretical understanding of information requirements at different levels of management decision-making.

Data Mining and Visualisation A (Warehousing) *(This module belongs to the School of Computer Science)*

Module Code: **6COM0249** **Assessment:** 70% coursework 30% practice
Credit Points: 15 **Level:** 6 **Semester:** A
Pre-requisites: None
Co-requisites: None
Prohibited Combinations: None

Module Contents

This module will introduce students to the subject of knowledge discovery, or as it is more traditionally described: data warehouses and data mining. The key components of such systems will be explored, and the various methods that can be used to analyze the data, and interpret the results. The module will also consider how to "clean up" poor data, or handle more complex data such as spatial databases, multimedia databases, time-series or sequential data and data from the World Wide Web.

Destination Marketing

Module Code: **6BUS1023** **Assessment:** 30% coursework / 70% exam
Credit Points: 15 **Level:** 6 **Semester:** B
Pre-requisites: None
Co-requisites: Principles of Tourism Marketing **OR** The Event Consumer
Prohibited Combinations: None

Module Contents

The module enables students to gain an understanding of this key area of tourism management. Destination marketing is typically a public sector activity, in which national, regional and/or local government funds promotional activity to attract tourists to their areas and support tourism businesses. The module explains the roles of DMOs, both public sector run and private sector owned (or a combination of both), and provides students with an awareness of this career option and the kinds of work it entails. Case studies are used from around the world, and the curriculum requires students to demonstrate creativity in researching and solving marketing challenges and using promotion and destination branding tools.
Indicative curriculum content:

- Destination marketing theory
- Destination branding tools
- Market segmentation and use of targeting to attract particular segments
- Destination image
- The use of events in destination marketing
- The role of destination marketing organisations in providing a marketing facilitation function

Dissertation

Module Code: Various (see below) **Assessment:** 100% coursework
Credit Points: 30 **Level:** 6 **Semester:** AB
Pre-requisites: Research Methods*
Co-requisites: None
Prohibited Combinations: None
**The dissertation option is only available to those students who have passed 120 credits at both levels 4 and 5. For level 5, credits must be at least 50%.. Research Methods (6BUS0252) or equivalent must be passed prior to dissertation submission*.

Module Contents

The dissertation offers you the opportunity to undertake an individual piece of work that is designed to develop your research skills relevant to a specific area of study. You will be allocated an academic supervisor who will offer guidance and whom you will meet on a regular basis. The choice of topic is your own, but your supervisor will advise on its feasibility and suitability. You will, on completion of the research, be required to produce a dissertation of 7,000 to 10,000 words in length. You will be assessed on your project proposal, management of the dissertation and methodology, the intellectual quality and originality of your work, and the structure and coherence of the report.

Identifier codes for 30 credit dissertations (based on the subject of the dissertation):

Accounting	**6BUS1007**	Advertising	**6BUS1028**
Economics	**6BUS1006**	Economics (KST)	**6BUS0232**
Human Resources	**6BUS1015**	Marketing	**6BUS1028**
International Marketing	**6BUS0303**	Tourism	**6BUS1024**
Public Relations	**6BUS0307**	Management	**6BUS1016**
Finance	**6BUS1008**		
Events	**6BUS1144**		

Economics of Business Organisation

Module Code: **6BUS1009** **Assessment:** 50% coursework / 50% exam
Credit Points: 30 **Level:** 6 **Semester:** AB
Pre-requisites: None
Co-requisites: Business Economics
Prohibited Combinations: None

Module Contents

This module is an exploration of the relevant economic and related literature on business organisation. It will consider what drives and shapes modern business and the tools that business and managerial economics can provide to help analyse decisions. It will further consider the economic issues facing modern business and the utility of economic theory in addressing these. Thus, transaction cost analysis and principal-agent theory will be explored and developed to understand business organisation. The wider economic environment within which business behaviour takes place will be considered using property rights approaches and the economic literature on trust, inter alia. Useful business tools such as demand estimation, pricing and investment appraisal will also be covered.

Electronic Commerce

Module Code: **6BUS0184** **Assessment:** 100% exam
Credit Points: 15 **Level:** 6 **Semester:** A
Pre-requisites: None
Co-requisites: None
Prohibited Combinations: None

Module Contents

- Definition of e-commerce
- Development of e-commerce
- E-commerce as part of the total company profile
- Approaches to e-commerce
- Internal and external effects of e-commerce
- International methods of e-commerce
- Web page design criteria
- Payment systems
- Security
- Strategic advantage through e-commerce

Employment Relations

Module Code: **6BUS1017** **Assessment:** 40% coursework / 60% exam
Credit Points: 15 **Level:** 6 **Semester:** A
Co-requisites: People Resourcing **OR** Managing People
Pre-requisites: None
Prohibited Combinations: None

Module Contents

The module encourages students to critically evaluate different theories and perspectives on employment relations as well as the impact of the wider context. The employment relationship as a legal, social, economic and psychological exchange and as a foundation for all human resource management activity will be explored. The module considers the roles of the key actors in employment relations: management, trade unions and the state. The module evaluates different employment relations approaches and styles and evaluates the design and application of processes, policies and procedures in such areas as: discipline and grievance, dismissal, employee voice and collective bargaining, negotiation, employee engagement, conflict and industrial sanctions, conciliation, mediation and arbitration, diversity management.

Event Impacts and Legacies

Module Code: **6BUS1161** **Assessment:** 50% coursework / 50% exam
Credit Points: 15 **Level:** 6 **Semester:** A
Co-requisites: None
Prohibited Combinations: None

Module Contents

This module investigates the positive and negative impacts of the Olympic Games and satellite events on host environments and host economies. Students will be examining initiatives that seek to minimise the negative impacts of the Olympic Games and satellite events and enhance the positive impacts. The module will use case studies to analyse impacts and investigate best practice for securing lasting legacies in host destinations. Case study analysis will include considerations of the Olympic Games and satellite events that have been controversial in terms of their impacts on host communities, and those perceived to have left significant legacies for host communities.

Event Project

Module Code: **6BUS1027** **Assessment:** 100% coursework
Credit Points: 30 **Level:** 6 **Semester:** AB
Pre-requisites: None
Co-requisites: Event Planning & Risk Management
Prohibited Combinations:

Module Contents

The event project requires students to develop, advance and extend their skills, techniques and practical knowledge in event management by applying them to a specialist event. The event project will consist of a substantial piece of independent work, culminating in the delivery of the University's week-long 'Europe Week' event while under the supervision of Event Management degree tutors.

Events and Politics

Module Code: **6BUS1029** **Assessment:** 60% coursework / 40% exam
Credit Points: 15 **Level:** 6 **Semester:** A
Pre-requisites: None
Co-requisites: Event Impact & Legacies
Prohibited Combinations:

Module Contents

The module is designed to further develop student understanding of the event public policy, through critical examination of the reasons behind the organisation of events, decisions affecting the hosting of events, the nature of government involvement or non-involvement, the structure of agencies responsible for bidding, development, management, marketing and promotion; and the involvement of communities. The historic use of events to promote political choices will also be examined. Also, the differences between policies and institutional arrangements on a national and local level will be addressed. 'Fast track planning' for mega events and the impacts of failing to implement economic, social and environmental assessment procedures will also be discussed.

Fashion: Professional Portfolio (MKTG) *(This module belongs to the School of Art & Design)*

Module Code: **6ARD0004** **Assessment:** 100% coursework
Credit Points: 30 **Level:** 6 **Semester:** AB
Pre-requisites: Fashion: Introduction to Creative Processes **and** Fashion: Introduction to Technology & IT Skills **and** Fashion: Developing Design for Production **and** Fashion: Understanding Markets & Trends
Co-requisites: None
Prohibited Combinations: None

Module Contents

This module provides students with the opportunity to produce a consolidated body of work, based on personal strengths and interests. The portfolio of work will demonstrate the students' abilities within a chosen area in the field of fashion and an informed understanding of the professional context for their work. This module represents the culmination of the students' experience.

Financial Management in the Public Sector

Module Code: **6BUS1118** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 6 **Semester:** A
Pre-requisites: The module requires basic understanding of financial management.
Co-requisites: Principles of Accounting & Finance **and** Accounting for Business
Prohibited Combinations: None

Module Contents

The module will expose students to the public sector management issues with a focus on financial management. They will learn about historical development of various financial management models in the public sector and appreciate similarities and differences between private and public sector financial management. They will also learn how funds are raised and investments made in the non-profit sectors. Emphasis will also be placed on emerging issues in the public sector.

Forecasting Methods for Managers

Module Code: **6BUS1026** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 6 **Semester:** B
Co-requisites: None
Pre-requisites: None
Prohibited Combinations: None

Module Contents

The process of making decisions in organisations is based, in most cases, on future values of many variables. Therefore, it is vital that these future values are predicted in the most accurate possible ways. This module introduces students to a variety of forecasting techniques used to predict future values. Much of the module will be devoted to the use of software, especially spreadsheets, to calculate forecasts and their associated errors. A particular emphasis will be on the pitfalls associated with the application of different forecasting techniques. Students will use a calculator and computer to calculate forecasts and related error measures and statistics.

The module includes the following:

- The purpose of business forecasting.
- Data collection and review.
- Measuring the accuracy of forecasts.
- A range of methods presented for dealing with stationary time series, trend, seasonality and multi-variate models.
- Demographics.
- Communication of results to a business audience.

Game Theory and Economic Applications

Module Code: **6BUS1140** **Assessment:** 50% coursework / 50% exam
Credit Points: 15 **Level:** 6 **Semester:** A
Pre-requisites: Introduction to Microeconomics (4BUS1031) is highly recommended.
Co-requisites: None
Prohibited Combinations: None

Module Contents

Introduction / Definition of a game / Definition of the “mixed strategy” / Strict and weak dominance / Successive elimination of strictly dominated strategies / Common knowledge of rationality / The Nash equilibrium / Microeconomic applications of static games (oligopolistic markets) / The problem of indeterminacy / Dynamic games / Subgame perfect Nash equilibrium / Repeated games / The Folk Theorem / The Bargaining Problem / Economic applications / Discontents / Conclusions

Global Finance and Markets

Module Code: **6BUS1043** **Assessment:** 40% coursework / 60% exam
Credit Points: 15 **Level:** 6 **Semester:** B
Pre-requisites: Financial Management **OR** Principles of Corporate Finance 1 **AND** Principles of Corporate Finance 2
Co-requisites: None
Prohibited Combinations: International Financial Management

Module Contents

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

The increasingly global nature of the operations of companies brings new risks to the generation of both profit and cash and to the maximisation of shareholders' funds.

In response to this, management of international companies need to be able to assess the risks of operating internationally and appreciate the ways in which the financial management of international companies will differ from those of purely domestic companies.

This module explores the theories and practices which are available in the financial management of the international company in meeting these needs.

These theories and practices range from the strategic (such as the corporate structure of international companies) to the operational (such as the measurement and management of risk using the global financial markets).

Global Marketing Ethics and Culture

Module Code: **6BUS1025** **Assessment:** 40% coursework / 60% exam
Credit Points: 15 **Level:** 6 **Semester:** A/ B
Pre-requisites: None 1
Co-requisites: Principles of Marketing **OR** Principles of Tourism Marketing
Prohibited Combinations: None

Module Contents

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

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

Industry Practice

Module Code: Various (see below) **Assessment:** 100% coursework
Credit Points: 15 **Level:** 6 **Semester:** A/ B
Pre-requisites: Employability (one of the following): 5BUS1085 Enhancing Employability 5BUS1084 Enhancing Employability in Accounting and Finance 5BUS1067 Enhancing Employability in Economics 5BUS1083 Enhancing Employability in Event Management 5BUS1081 Enhancing Employability in Human Resource Management 5BUS1082 Enhancing Employability in Marketing 5BUS1079 Enhancing Employability in Tourism Or students need to have completed a one year placement.
Co-requisites: Employability (*one of the following*): Enhancing Employability, Enhancing Employability in Accounting and Finance, Enhancing Employability in Economics, Enhancing Employability in Event Management, Enhancing Employability in Human Resource Management, Enhancing Employability in Marketing, Enhancing Employability in Tourism
Or students need to have completed a one year placement.
Prohibited Combinations: Business and Commercial Awareness
This module, Industry Practice, is core for most students at level 6. The exempt students are: direct entrants at level 6 and any students joining at level 5 and 6 with a Foundation Degree. The exempt group of students will instead study Business and Commercial Awareness as a core.

Module Contents

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

Module codes:

Tourism Management	A	**6BUS1154**	Economic Professionals	A	**6BUS1157**
Management	B	**6BUS1146**	Human Resource Professionals	A	**6BUS1156**
Business (AFE)	A	**6BUS1148**	Business (MLO)	B	**6BUS1149**
Event Management	A	**6BUS1153**	Marketing	A	**6BUS1152**
Accounting and Finance	A	**6BUS1151**			

Information Systems and Knowledge Management

Module Code: **6BUS1018** **Assessment:** 40% coursework / 60% exam
Credit Points: 15 **Level:** 6 **Semester:** A
Pre-requisites: None
Co-requisites: None
Prohibited Combinations: None

Module Contents

This module recognises the importance of information and knowledge in the management decision-making process by exploring how organisations utilise information and knowledge management systems in their endeavours to achieve sustainable competitive advantage.

Content is indicative and covers:

- understanding information and knowledge;
- a holistic view of systems;
- business applications of information systems;
- information systems and the decision-making process;
- the role of information and knowledge in business strategy;
- knowledge management and KM models;
- culture and KM;
- KM tools and component technologies;
- KM metrics.

International Financial Management

Module Code: **6BUS1041** **Assessment:** 40% coursework / 60% exam
Credit Points: 15 **Level:** 6 **Semester:** B
Pre-requisites: Financial Management (L5) **OR** Principles of Corporate Finance 1 **AND** Principles of Corporate Finance 2.
Co-requisites: None
Prohibited Combinations: Global Finance & Markets

Module Contents

This module aims to set financial management within an international context to allow students to explore the financial problems specific to multi-national corporations. It will examine the theory associated with these issues and the techniques employed by multi-national corporations in their financial management.
Topics to be covered may include:

- The development of the international financial system
- International financial theory
- International capital budgeting
- Current issues in international finance
- International taxation
- International treasury management
- Multi-national corporate structure.

International Human Resource Management

Module Code: **6BUS1019** **Assessment:** 40% coursework/ 60% exam
Credit Points: 15 **Level:** 6 **Semester:** B
Pre-requisites: None
Co-requisites: People Resourcing **OR** Managing People
Prohibited Combinations: None

Module Contents

The module provides contemporary, applied and critical insights into the management of people across borders and in multinational corporations (MNCs). The HR implications of managing international assignments are investigated, and in-depth exposition provided of HR contexts and features in major global regions.
Whilst having particular appeal to students specialising in HRM and international business, the module is relevant to all those working or planning to work in an international environment.

Module Contents

- Analysis of differences between national and international HRM.
- Cultural and Institutional explanations for international variations in HRM contexts and practices.
- Examining the structures and strategies of MNCs, ethical issues impinging upon international business in the field of employment.
- Managing the expatriation cycle-recruitment, training, pay, performance management and repatriation. Theories of expatriate adjustment and equal opportunities in international staffing.
- Analysis of industrial relations structures/systems for employee participation in the US, Europe and Japan.
- Exploration of political/economic environments and major features of HR/employment practice in the Americas, Europe, East Asia and developing countries.
- Critical evaluation of convergence and divergence debates.

International Human Resource Management in Practice

Module Code: **6BUS1115** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 6 **Semester:** A
Pre-requisites: Completion of a level 5 module in HRM.
Co-requisites: None
Prohibited Combinations: None

Module Contents

The module is designed to provide an appreciation of the human resource considerations of managing across borders as a primary strategic concern of multinational corporations. It is framed around international and comparative themes as follows:

- International: Insights are provided into problems and issues in managing international staff resources, notably recruiting, training and rewarding expatriates, and facilitating effective international team-working.
- Comparative: Awareness will be provided of contexts and prominent features of HR policies and practices in a range of national 'host' environments including the US, Germany, the UK, Japan and China as well as in selected developing countries.

Module content includes:

- International business and international HRM
- Cultural and institutional influences on international HRM
- Staffing the global enterprise
- Training and development in the global enterprise
- International compensation and performance
- Multinational corporations and ethical/employment issues

International Production and Governance

Module Code: **6BUS1010** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 6 **Semester:** A
Pre-requisites: None
Co-requisites: Introduction to Microeconomics **OR** Introduction to Macroeconomics **OR** Economics for Business
Prohibited Combinations: None

Module Contents

This module explores key changes in the global economy by examining recent trends in international trade, production, investment and labour. Theories of international production are examined alongside the competitive strategies of large transnational firms. There is focus on the changing patterns of governance with regards to different varieties of capitalism and the relationship between different levels of governance; the global, the national and the local. The module emphasises the way in which both academic and business literature offer competing interpretations on the nature of these changing trends, their outcomes and their implications for policy.

International Strategic Management

Module Code: **6BUS1117** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 6 **Semester:** A
Co-requisites: None
Pre-requisites: None
Prohibited Combinations: None

Module Contents

This module investigates the strategic challenges facing international managers, identifying the contradictions and paradoxical nature of strategic decision-making and strategic planning. Students use current examples and case studies to examine relationships between, and influences on managers in the context of dynamic and complex environments. The module will explore differing perspectives on management and consider the role culture and perception may play in the strategic development of multinational enterprises.

In exploring a range of current issues influencing and affecting MNEs, students will be encouraged to consider their moral and ethical implications.

Islamic Banking and Finance

Module Code: **6BUS1040** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 6 **Semester:** B
Pre-requisites: Principles of Corporate Finance 1 **AND** Principles of Corporate Finance 2 **OR** Financial Management
Co-requisites: None
Prohibited Combinations: None

Module Contents

The module intends to provide students with knowledge and understanding of Islamic banking and finance. It will develop an understanding of Islamic financial/economic system and that of its essentials. The module will provide background and foundations of Sharia framework (Islamic code of life) in which the Islamic banking system operates. The emphasis on Riba (interest) and rationale for its probation in Sharia will be discussed. Students will gain understanding of various Islamic modes of financing and various financial instruments. The module will also provide knowledge and understanding of Islamic contract and Islamic commercial law. Students will learn and evaluate the latest developments and trends in this field with

special emphasis upon the UK.

Issues in Global Economy

Module Code: **6BUS1011** **Assessment:** 70% coursework 30% practice
Credit Points: 15 **Level:** 6 **Semester:** B
Pre-requisite: None
Co-requisite: Introduction to Microeconomics **OR** Introduction to Macroeconomics **OR** Economics for Business
Prohibited Combination: None

Module Contents

This module explores the fundamental economic changes in the global economy and their implications for the core and transition economies (i.e. previously planned communist economies), as well as the developing countries. Broadly speaking, the module will cover the issues related to the globalisation and emerging issues, technology, global financial structures, trade patterns, income distribution and poverty.

Issues in International Relations

Module Code: **6BUS0300** **Assessment:** 30% coursework/70% exam
Credit Points: 15 **Level:** 6 **Semester:** A
Pre-requisites: None
Co-requisites: None
Prohibited Combinations: None

Module Contents

This module aims to enable students to understand the development of the discipline of International Relations with its central focus on relations between states since the beginning of the modern state system in the seventeenth century. It looks at the development of the discipline since the 1920s and the different theoretical perspectives on questions of war and peace in the era of the world wars and the Cold War. It also looks at the developing new agenda of IR in the post-Cold War era with its focus on issues such as state breakdown and terrorism, economic justice and global warming.

IT Management for Business Project

Module Code: **6BUS1037** **Assessment:** 100% coursework
Credit Points: 30 **Level:** 6 **Semester:** AB
Pre-requisites: None
Co-requisite: None
Prohibited Combinations: None

Module Contents

The ITMB project gives students an opportunity to extend and deepen their knowledge of information technology, business and project management, and to apply it in an unfamiliar 'real life' context.
Students are required to undertake a substantial piece of R&D work, which they plan and manage themselves under the guidance of an academic supervisor and in a context of an external organisation.
The project topic should be chosen to fit in with the student's personal objectives, agreed with the supervisor and initially documented in the project proposal.
Students will, on completion of the project, be required to produce a written piece of work, documenting the results of their project. The format and structure of the final document will depend on the nature of the work undertaken.
Students will be assessed on their project proposal, management of the project, methodology, the intellectual quality and originality of their work, and the structure and coherence of the final document.

Knowledge Management and Business Intelligence

Module Code: **6BUS1035** **Assessment:** 40% coursework / 60% exam
Credit Points: 15 **Level:** 6 **Semester:** B
Pre-requisites: None
Co-requisite: None
Prohibited Combinations: None

Module Contents

This module recognises the importance of information and knowledge in the management decision-making process by exploring how organisations utilise knowledge management and business intelligence in their endeavours to achieve sustainable competitive advantage.

It covers a wide and diverse range of current thinking in terms of theoretical and practical aspects of knowledge management and business intelligence systems. Fundamental tools and techniques are investigated and applied to a wide range of critical case studies.
Content, which is indicative, may include:

- Information systems and the decision-making process
- Knowledge management and KM models
- The roles of knowledge management and business intelligence in decision-making and their contribution to business strategy
- KM and BI tools and component technologies
- Analysis and modelling techniques
- Performance metrics

Language modules See page 75

Leadership and Organisations

Module Code: **6BUS1141** **Assessment:** 50% coursework / 50% exam
Credit Points: 15 **Level:** 6 **Semester:** A/ B
Pre-requisites: None
Co-requisites: People Resourcing **OR** Managing People
Prohibited Combinations: None

Module Contents
This module explores leadership and management within the context of the business organisation. It examines the development of leadership and management theory as well as discussing contemporary applications of theoretical approaches. Leadership styles and models are analysed, including their impact on follower performance. Key concepts of organisational behaviour, including motivation, structure, group dynamics, culture power and conflict, are explored and their impact on leadership and management examined.
The content of the module may include:

1. Early management theory and its relevance today
2. The main approaches to leadership theory
3. The changing role of the leader - alternative approaches
4. Motivation theories and their relationship to leadership and developing individuals
5. The work/life balance
6. Leadership and group behaviour
7. Organisational structures and culture
8. The main bases of power and organisational power relationships
9. Resistance and conflict in organisations
10. Management and leadership in differing organisational contexts

Linear Modelling

Module Code: **6BUS1031** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 6 **Semester:** A
Pre-requisites: None
Co-requisites: Statistical Modelling
Prohibited Combinations: None

Module Contents
This is a module in statistics for students who wish to study techniques widely used by statisticians. Linear modelling brings together regression and analysis of variance into a single modelling approach based on matrix algebra and extends these methods to include category response variables.
The main topics studied are likely to include:

- the matrix algebra approach to linear regression
- methods of analysing non-orthogonal sums of squares
- the dummy variables approach to the analysis of experimental design models
- the analysis of contingency tables by use of log-linear models
- logistic regression
- the principles of the generalised linear model

Macroeconomic Performance

Module Code: **6BUS1085** **Assessment:** 50% coursework / 50% exam
Credit Points: 15 **Level:** 6 **Semester:** A
Pre-requisites: None
Co-requisites: Economic Growth, Aggregate Price & Income **AND** International Trade & the Open Economy
Prohibited Combinations: None

Module Contents

The past few decades have witnessed significant new developments in the trends and patterns of wealth creation and distribution across the global economies. This module aims to further develop students' critical understanding of the relevance and limitations in the analysis of macroeconomic performance and policy conduct in the contemporary context. Insofar as theoretical developments are concerned, particular emphasis will be placed on the New Classical, New Keynesian and selected heterodox economics thinking on the attainment of societal goals of economic efficiency and social equity. This module will also enable students to develop an in-depth understanding of a range of practical issues concerning inflation, public finance, exchange rate regimes, financial liberalisation, international trade and globalisation.

Management Decision Making

Module Code: **6BUS1084** **Assessment:** 40% coursework / 60% exam
Credit Points: 15 **Level:** 6 **Semester:** A
Pre-requisites: None
Co-requisites: Cost & Activity Management **OR** Performance Management **OR** Management Accounting for Business Decisions
Prohibited Combinations: None

Module Contents

The module explores the use of management accounting information to assist organisations in short and long-term decision-making.
Emphasis is given to the use of various techniques in the formulation of management decision-making and, in order to emphasise the practical application of the principles and techniques, considerable use is made of case studies.
Indicative module content includes:

- Theoretical frameworks of decision-making
- Cash flow analysis for long-term and short-term decision-making
- Product pricing in imperfect markets
- Decision-making within constraints for product mix analysis
- Sensitivity analysis within decision-making
- Market imperfections within decision-making frameworks (e.g. tax, inflation, etc.)

Management Science in Business

Module Code: **6BUS1083** **Assessment:** 30% coursework / 70% exam
Credit Points: 15 **Level:** 6 **Semester:** A
Pre-requisites: None
Co-requisites: None
Prohibited Combinations: None

Module Contents

This module will develop knowledge and understanding of both classical and current management science techniques used in business today. Students will be guided into formulating business problems as models. They will be shown how to manipulate and solve these models, and interpret the solutions. They will learn to recognise difficulties and limitations associated with the results given by the models. Students will be encouraged to use appropriate computer software to solve the models.
The module includes the following topics:

- queuing models
- game theory
- replacement theory
- decision analysis
- dynamic programming
- transportation problems

- data envelopment analysis
- data mining

Managing Media and Communications

Module Code: **6BUS1081** **Assessment:** 40% coursework / 60% exam
Credit Points: 30 **Level:** 6 **Semester:** AB
Pre-requisites: None
Co-requisites: Principles of Marketing **AND** Marketing Planning
Prohibited Combinations: Marketing Communications

Module Contents

This module aims to provide a critical understanding of the theory underpinning marketing communications. It is offered to specialist marketing students. The theory reviewed includes communications theory, buyer behaviour theory, segmentation and strategy theory, as well as integrated marketing communications theory. The module considers how marketing communication works, taking into account various contexts including the global context. Organisations are considered in detail in terms of their inter-relationship with various stakeholders.

Market and Social Research

Module Code: **6BUS1082** **Assessment:** 40% coursework / 60% exam
Credit Points: 30 **Level:** 6 **Semester:** AB
Pre-requisites: None
Co-requisites: Principles of Marketing
Prohibited Combinations: None

Module Contents

This module is designed to provide students with a good understanding of research theory and practice, from the perspective of marketing management.
We will look at the development, nature, scope and organisation of research. Identifying and refining problems, formulating objectives (organising hypothesis testing) and setting decision criteria will provide the key to integration in the learning experience process. We will explore the fundamentals of sampling and sample design. Survey, experimental design and methods of data collection (questionnaire design, face-to-face interviews, postal questionnaires, telephone interviewing, and focus groups) will follow.
The research interview, comprising the role, selection, training and supervision of interviewers, is examined in depth; as are the principles and practice of qualitative research. We also look at how market researchers construct market segmentation models (demographic, lifestyle, psychological categories, geo-demographics, etc.) and, finally, we will assess differences that exist between consumer and industrial markets, and between different sized businesses.

Marketing Communications

Module Code: **6BUS1076** **Assessment:** 40% coursework / 60% exam
Credit Points: 30 **Level:** 6 **Semester:** AB
Pre-requisites: None
Co-requisites: Principles of Marketing
Prohibited Combinations: Managing Media & Communications

Module Contents

This module is offered both to students with or without previous marketing work experience. The aims of the module are to enable students to understand the various aspects of marketing communications from initial analysis of the market through to the development of strategies incorporating an expanding range of promotional techniques. The module combines an understanding of relevant marketing theories, for instance consumer and organisational buyer behavioural models, with the application of the theory to practical situations through the use of case studies and other techniques.

Markets, Competition & Policy Performance

Module Code: **6BUS1080** **Assessment:** 50% coursework / 50% exam
Credit Points: 15 **Level:** 6 **Semester:** B
Pre-requisites: None
Co-requisites: Consumers, Firms & Markets
Prohibited Combinations: None

Module Contents

This module follows on from and develops ideas set out in the module Consumers, Firms and Markets. It recognises that the competitiveness of markets is a key factor and one in which government policy can both facilitate and hinder. Markets can fail and government policy can play a useful role. However, government failure is also a concern, so intervention must be used carefully. This module explores these issues which represent a longstanding, central debate in economics which, nonetheless, remains current. The effectiveness of markets and industries is also very much dependent upon organisational efficiency at the level of the business firm. The module, therefore, also considers useful approaches in this area, as exemplified by the work of the latest Nobel Laureate, Oliver Williamson. Furthermore, the module recognises that the success of the economy over time is a dynamic issue and thus explores the economics of innovation.

Modern Econometrics

Module Code: **6BUS1079** **Assessment:** 50% coursework / 50% exam
Credit Points: 30 **Level:** 6 **Semester:** AB
Pre-requisites: None
Co-requisites: Econometrics
Prohibited Combinations: None

Module Contents

- Introduction: Review of the classical regression model as the well as multicollinearity, heteroskedasticity and autocorrelation.
- Estimating dynamic models: Adjustment lags and the problem of estimation; the formation of expectations.
- Data-mining: Alternative approaches to selecting the 'best' model and criteria.
- Handing non-stationary time series: Stationary and non-stationary processes; testing for Stationary, error-correction model.
- Cointegration and error-correction models: Cointegration between variables via testing; the estimation of the error-correction model.
- Further topics: Vector autoregressions.

Money, Banking and Finance

Module Code: **6BUS1078** **Assessment:** 50% coursework / 50% exam
Credit Points: 15 **Level:** 6 **Semester:** A
Pre-requisites: None
Co-requisites: Consumers, Firms & Markets **OR** Economic Growth, Aggregate Price & Income **OR** Macro Foundations for Finance
Prohibited Combinations: None

Module Contents

The financial sector is a vital sector for any economy. It is a major and successful part of the UK economy. This module provides the techniques and concepts to analyse and understand this sector. The major theoretical underpinnings of the financial sector are explored. Thus, the module considers portfolio theory, the term structure of interest rates, demand and supply of money, monetary policy, exchange rate systems, insurance markets and the efficient markets hypothesis.

Multivariate Statistics

Module Code: **6BUS1033** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 6 **Semester:** B
Pre-requisites: None
Co-requisites: Statistical Modelling
Prohibited Combinations: None

Module Contents

This is a module in statistics for students who wish to study techniques widely used by statisticians working in research, commerce and industry. Multivariate statistics introduces techniques for examining relationships among a group of variables, and a number of multivariate statistical methods are introduced. Throughout the module, computer packages are used wherever relevant to analyse case studies relating to the techniques taught.
The main topics studied are likely to include:

- methods of viewing multivariate data
- how to describe multivariate data in a statistical manner
- how to conduct hypothesis tests using multivariate data
- how to carry out various methods of multivariate data analysis

- how to interpret the results of various methods of multivariate data analysis

Music Marketing *(This module belongs to the School of Music)*
Module Code: **5CTA1068** **Assessment:** 50% coursework / 50% exam
Credit Points: 15 **Level:** 5 **Semesters:** B
Pre-requisites: Principles of Marketing
Co-requisites: None
Prohibited Combinations: None

Module Contents
Following on from 'Principles of Marketing' in level 4, this module is designed to enable students to further develop and build upon their understanding of marketing theories and practices and apply them to the music industry. This module is designed to describe and evaluate marketing in the music industry. The component elements of the music environment will be considered and their relationship explored. Students will be encouraged to investigate the industry through tutorial activity and formal assessment. Particular emphasis will be given to the impact and use of new technologies in music marketing. The module will investigate popular commercial music.

Niche Tourism
Module Code: **6BUS1077** **Assessment:** 50% coursework / 50% exam
Credit Points: 15 **Level:** 6 **Semester:** B
Pre-requisites: None
Co-requisites: The Tourist Market **OR** The Event Consumer
Prohibited Combinations: None

Module Contents
Niche tourism may be defined as providing customised leisure and recreation driven by the specific interests of individuals and groups. This module provides students with the opportunity to explore one of the fastest growing areas within tourism and to examine the geographical, product and customer contexts in which niche tourism occurs. Students may study suppliers of products such as sex tourism, adventure tourism, dark tourism, wine tourism, small ship cruising, ecotourism, health and wellness tourism, youth tourism and wildlife tourism.
Students will debate the changes in consumer attitude which have brought about the demand for such products and evaluate factors which could affect the demand. Marketing strategies will be considered in reaching niche groups appropriate to different specific products.

Organisational Behaviour
Module Code: **6BUS1142** **Assessment:** 50% coursework / 50% exam
Credit Points: 15 **Level:** 6 **Semester:** A
Pre-requisites: None
Co-requisites: None
Prohibited Combinations: None

Module Contents
The module will cover the following areas:
- The current context in which organisations operate
- Perspectives on the design, structure, performance and culture of organisations including the classical school, human relations, systems and contingency approaches
- Alternative theoretical perspectives examining the development and stability of personality, perception and attitudes and individual differences
- Historical and contemporary explanations of employee motivation, engagement and the psychological contract
- An exploration of research into team working and what makes for effective team working
- Historical and contemporary perspectives on management and leadership in organisations
- The employment relationship: issues of power and conflict

Performance Strategy
Module Code: **6BUS1127** **Assessment:** 40% coursework / 60% exam
Credit Points: 15 **Level:** 6 **Semester:** B
Pre-requisites: None
Co-requisites: Cost & Performance Management **OR** Management Accounting for Business Decisions
Prohibited Combinations: None

Module Contents
The module develops the role of strategic management accounting within the overall discipline of management accounting. Making use of relevant literature and case studies, the module explores strategic planning techniques in the context of the management accounting information required to support them. The module Continues by considering performance management systems which have been developed to control the implementation of strategic plans. Indicative content may include:

- The strategic process
- The concept of management control
- The balanced scorecard/tools of strategic management accounting
- Value chain analysis
- Product and brand analysis
- Customer and competitor analysis
- Innovations in management accounting
- Innovations in performance management

Placement Portfolio

Module Code: **6BUS1088** **Assessment:** 100% coursework
Credit Points: 0 **Level:** 6 **Semester:** ABC
Pre-requisites: None
Co-requisites: None
Prohibited Combinations: None

Module Contents
The placement portfolio forms the basis of the academic work for the placement year. It will relate to the work experience undertaken and will contain:
(i) an overview of the placement organisation to include mission and values;
(ii) a job description(s) of the various tasks undertaken;
(iii) a clear link to career action planning;
(iv) an illustration of involvement with problem-solving activities;
(v) a series of evidence-based sections which demonstrate the development and application of skills, to include:

- Self-motivation, time management, project planning, reliability, organisation ability, self-evaluation
- working successfully with others
- communication in all its forms
- applying IT tools
- using resources effectively
- applying knowledge and skills to new situations to solve problems
- application of numerical and statistical information

Professional Issues in Computing *(This module belongs to the School of Computer Science)*

Module Code: **6COM0280** **Assessment:** 100% exam
Credit Points: 15 **Level:** 6 **Semester:** A
Pre-requisites: None
Co-requisites: None
Prohibited Combinations: **N**one

Module Contents
Typically the module content will include:

- Data Protection Act
- Computer Misuse Act
- Copyright
- Ethical issues in the use of computers
- Data
- Good practice in systems design
- Interrelationship between computers and their use in society

The basis of the legal elements of this module will be English Law, but no prior knowledge of this legal system is expected of students.

Project Management

Module Code: **6BUS0299** **Assessment:** 50% coursework / 50% exam

Credit Points: 15 **Level:** 6 **Semester:** A
Pre-requisites: None
Co-requisites: None
Prohibited Combinations: Advanced Project Management **or** Project Planning & Control

Module Contents
This module is designed to provide solid understanding of project management methods, processes and techniques. Students will gain experience, techniques and tools to manage each stage of the project lifecycle. Students will learn about the philosophy and principle of quality management and learn how to translate these concepts into specific actions that are key to successful improvement. Risk management is part of this module, and students will learn how to adopt a proactive approach to threats. There will be an opportunity to gain a clear understanding of quantitative and qualitative approaches to risk management. Students will be introduced to the use of software to plan, schedule, control and report on projects.

Public Relations Strategy
Module Code: **6BUS1071** **Assessment:** 50% coursework / 50% exam
Credit Points: 15 **Level:** 6 **Semester:** A
Pre-requisites: None
Co-requisites: Public Relations Concepts & Campaigns
Prohibited Combinations: None

Module Contents
This module will look at the use of PR at a strategic and practical level as an element of the marketing communications of an organisation, and how to improve organisational competitiveness through the application of appropriate PR activity. It will focus on issues such as the external environment, contemporary PR, organisational PR, crisis management and internal stakeholders.

Students will use case studies, current news articles, DVD's and videos to elicit up-to-date thinking about contemporary PR activity and how it relates to the wider marketing programme.
A key feature of this module will be the number of short practical exercises in lectures, which are intended to develop individual thinking and the application of key marketing communications concepts in practice.

Quality and Change Management
Module Code: **6BUS1038** **Assessment:** 60% coursework / 40% exam
Credit Points: 15 **Level:** 6 **Semester:** B
Pre-requisites: None
Co-requisites: None
Prohibited Combinations: None

Module Contents
Students will study the principles of quality management and how they are applied in information systems (IS) development and operation. The module will emphasise the organisational environment, including the role of customers, users and other stakeholders, in managing quality, organisational quality management frameworks and the dynamic environment in which information systems are developed and operate. In this respect, students will extend their knowledge of structured techniques, such as change control and configuration management, to consider the challenges of developing and operating information systems in dynamic business environments.
The following is an indicative list of topics

- Quality management
- Change management (sources, types and levels of change and the challenges for IS)
- IS quality standards (e.g. ISO 9000 TickIT)
- Organisational approaches to quality management relevant to IS (e.g. CMMI, ITIL)
- Quality assurance and control (types and levels of reviews, audits, levels and tests, test strategies, plans and implementation and use of metrics in quality control and improvement)
- Change control and configuration management

Responsible Tourism 2: Environment and Economy
Module Code: **6BUS1069** **Assessment:** 50% coursework / 50% exam
Credit Points: 15 **Level:** 6 **Semester:** B
Pre-requisites: None

Co-requisites: Responsible Tourism 1: Society & Culture
Prohibited Combinations: None

Module Contents
This module investigates the positive and negative impacts of the tourism industry on host environments and host economies. It examines strategies for achieving a more symbiotic relationship between tourism and the environment, and strategies to enhance economic linkage between the industry and host economy at local/regional level.

Sales and Key Account Management
Module Code: **6BUS1068** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 6 **Semester:** B
Pre-requisites: None
Co-requisites: Principles of Marketing
Prohibited Combinations: None

Module Contents
This module builds on students' previous study of marketing by providing an insight into the sales function as applied to business and consumer sales an essential element of the marketing communications mix. From the sales management perspective, the module focuses upon the key areas of sales management - such as the role of personal selling; personal selling skills; sales force management, recruitment, motivation and control; and KAM.

Service Operations Management
Module Code: **6BUS1066** **Assessment:** 30% coursework / 70% exam
Credit Points: 15 **Level:** 6 **Semester:** A
Pre-requisites: None
Co-requisites: None
Prohibited Combinations: Operations Management for Events
Module Contents
This is a new and exciting area of business operations management. It will be useful for anyone who may wish to pursue a career in the service sector; particularly in the current economic environment in which the economies of the UK, Europe and North America are predominately service driven.
The module covers the following topics:

- The service concept
- Performance measurement in the service sector
- Service strategy
- Customer relationship management
- Supplier management
- Service processes and people
- Resource utilisation
- Technology and information management
- Management of change.

Small Business and Entrepreneurship
Module Code: **6BUS1064** **Assessment:** 70% exam/ 25% coursework / 5% Practice
Credit Points: 30 **Level:** 6 **Semester:** AB
Pre-requisites: None
Co-requisites: Principles of Marketing
Prohibited Combinations: Small Business Management

Module Contents
This module addresses the entrepreneur, entrepreneurship and small business and its management. It will consider the entrepreneur and owner manager; their nature and motivation, and the character of the small enterprise. What are small businesses; how are they represented; and how can survival and growth be attempted?
The wide range of issues to be considered will include: consideration of opportunities and sources of new ideas; examination of legal forms available, including assessment of management buy-outs and the purchase of established businesses. We will consider financial issues including estimation of costs, and formal and informal sources of finance such as family, banks, equity and financing. We then move on to consider creativity; construction of business plans; failure and its causes; and sources of advice. Aspects of marketing of special relevance, such as networking, word of mouth, and personal selling are examined; including broader themes of significance such as family business.

Small Business Management

Module Code: **6BUS1065** **Assessment:** 50% coursework / 50% exam
Credit Points: 15 **Level:** 6 **Semester:** A
Pre-requisites: None
Co-requisites: None
Prohibited Combinations: Small Business & Entrepreneurship

Module Contents

The small business is now a major part of the economy and it is recognised for its contribution to employment creation. The module will examine how small business works in practice, focusing on its creation, development, growth and key functions. There is scope for the student to bring in their own experiences of small business and they will be encouraged to pursue their own particular interests within the overall framework of the syllabus, partly through a range of coursework offers and through tutorial sessions supported by case-based activities.

Social Networking and Enterprise

Module Code: **6BUS1062** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 6 **Semester:** A/B
Pre-requisites: None
Co-requisites: None
Prohibited Combinations: None

Module Contents

Social networking is a rapidly growing phenomenon and it is one of the most influential media in web technology today. Hundreds of companies globally use social media to gain credibility, foster employee relationships, build a forum for communication with customers and, often, to boost sales. Businesses receive inquiries directly from consumers and other businesses without advertising, which results in lower costs and higher conversion rates. Therefore, this module explores insights of the social networking sites and opportunities they present for organisations.
The following is an indicative list of topics:

- Understand the fundamentals of the social media
- Social networking trends
- Types of social networking sites
- Enhance enterprise performance through social media
- Social networking tools and strategies in enterprise
- Business communication using online media tools
- Social networking tools for different business processes
- Market trends of the social media and tools to estimate future business performance

Sponsorship, Partnership and Finance

Module Code: **6BUS1063** **Assessment:** 40% coursework / 60% exam
Credit Points: 15 **Level:** 6 **Semester:** B
Pre-requisites: None
Co-requisites: The Event Industry **OR** Public Relations Concepts & Campaigns
Prohibited Combinations: None

Module Contents

The module is designed to further develop student understanding of the event industry, through critical examination of the role of the sponsor, and the importance of finance in events. Students will investigate the use of events as a tool of marketing and therefore the concept of sponsor management of expectations along with presumption of return on investment.

Strategic Brand Management

Module Code: **6BUS1061** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 6 **Semester:** A
Pre-requisites: None
Co-requisites: Principles of Marketing **AND** Product Innovation
Prohibited Combinations: None

Module Contents

This module explores in-depth the concepts of the strategic brand management process and underpinning theories. Content

will include international perspectives where appropriate. Students may work in groups to critically analyse elements of brand building, positioning - designing and implementing brand strategies.
Students will be required to evaluate their choices and decisions. Students will be guided in workshops in groups throughout the module. They will acquire the necessary skills to research marketing data and to use this information to understand how the strategic brand management process is formulated, planned and executed.

Strategic Cost Management

Module Code: **6BUS1060** **Assessment:** 40% coursework / 60% exam
Credit Points: 15 **Level:** 6 **Semester:** B
Pre-requisites: None
Co-requisites: Cost & Activity Management **OR** Performance Management **OR** Management Accounting for Business Decisions
Prohibited Combinations: None

Module Contents
The module develops a student's understanding of strategic management accounting tools that allow the management accountant to assist the long term development of an organisation.
Indicative content includes:

- The nature of uncertainty
- Sensitivity analysis/'what if' analysis
- Assignment of probabilities in decision models
- Expected value tables
- Decision trees
- Value analysis
- JIT/TQM/Kaizen costing
- Learning curves
- Activity-based management
- Pareto analysis
- Use of ABC to analyse costs.

Strategic HRM Perspectives

Module Code: **6BUS1056** **Assessment:** 30% coursework / 70% exam
Credit Points: 15 **Level:** 6 **Semester:** A
Pre-requisites: None
Co-requisites: People Resourcing **OR** Managing People
Prohibited Combinations: None

Module Contents
The module provides a contemporary, applied and critical approach to the study of human resource management in an organisational context.
Content includes:

- The synergy between HRM theory, application and practice with respect to broader organisational issues and current HRM trends.
- The impact of HRM on performance.
- The implications of organisational culture on HRM policy and practice, e.g. commitment and control, the design of work, approaches to performance management, work life style balance, diversity, HR branding, discipline and surveillance and reward management.
- Improving business performance through HRM.

Strategic Leadership in a Changing World

Module Code: **6BUS1059** **Assessment:** 50% coursework / 50% exam
Credit Points: 30 **Level:** 6 **Semester:** AB
Pre-requisites: None
Co-requisites: None
Prohibited Combinations: Business Strategy, Financial Strategy, Using IT to Gain Strategic Advantage

Module Contents
The module will introduce students to a range of issues and challenges confronting strategic leaders of public, private and third sector organisations in a turbulent global environment.
In analysing practical examples, students will be encouraged to apply and evaluate concepts and techniques from the full range of schools/perspectives that comprise the strategic management discipline.
A key emphasis within the module is on the fact that leading theorists and practitioners constantly engage in debate on how

to interpret strategy topics/issues. Students will learn that there is rarely one right answer to a strategic question - instead, there are usually a number of good answers.
A distinction will be made between three leading themes: strategic position, strategic choice and strategy in action/implementation. However, students will be constantly reminded that the leaders of organisations often experience strategy as a messy, unstructured process. Up-to-date real world examples will be used together with textbook cases to show how themes interact in practice.

Strategic Management Accounting

Module Code: **6BUS1058** **Assessment:** 40% coursework / 60% exam
Credit Points: 15 **Level:** 6 **Semester:** A
Pre-requisites: None
Co-requisite: Cost & Activity Management **OR** Performance Management **OR** Management Accounting for Business Decisions
Prohibited Combination: None

Module Contents
The module develops the role of strategic management accounting within the overall discipline of management accounting. Making use of relevant literature and case studies, the module explores strategic planning techniques in the context of the management accounting information required to support them. The module continues by considering performance management systems which have been developed to control the implementation of strategic plans.
Indicative content may include:

- The strategic process
- The concept of management control
- The balanced scorecard/tools of strategic management accounting
- Value chain analysis
- Product and brand analysis
- Customer and competitor analysis
- Innovations in management accounting
- Innovations in performance management.

Strategic Tourism Planning

Module Code: **6BUS1048** **Assessment:** 50% coursework / 50% exam
Credit Points: 15 **Level:** 6 **Semester:** A
Pre-requisites: None
Co-requisite: The Geography of Travel & Tourism
Prohibited Combination: None
Module Contents
The module investigates the role of the public sector role in planning for tourism development. Students will explore supply-side considerations in developing tourism destinations, and understand the role of local, regional and national level government agencies in controlling as well as supporting tourism development. Students will examine methods for increasing public participation in the policy-making process and consider the challenge of balancing the interests of a variety of tourism stakeholders. The module outlines the various policy tools available to planners in seeking to influence tourism development, and students will investigate the effectiveness of many of these using case studies of theory in practice.

Supply Chain Management

Module Code: **6BUS0273** **Assessment:** 30% coursework / 70% exam
Credit Points: 15 **Level:** 6 **Semester:** B
Pre-requisites: None
Co-requisites: None
Prohibited Combinations: None

Module Contents
This module offers students the chance to study this new and exciting area of business and management. The focus of this module is on the theory and practice of supply chain management in the context of organisations. Topics to be covered in this module include: logistics, supply chain strategy, performance and structure of supply chains; purchasing considerations in supply chain management; supplier relationships; managing quality; matching supply and demand and the concept of lead-time in the supply chain; inventory control, souring and managing suppliers; buying considerations; global logistical issues; the role of e-business in the supply chain; risk management in supply chains, supply chain integration, and future challenges of supply chain management.

Sustainability Marketing

Module Code: **6BUS1055** **Assessment:** 50% coursework / 50% exam
Credit Points: 15 **Level:** 6 **Semester:** A

Pre-requisites: None
Co-requisites: Principles of Marketing **AND** at least one L5 Marketing module
Prohibited Combinations: None

Module Contents
This module explores the growing discipline of sustainability marketing and the internal and external drivers prompting organisations to adopt sustainable business and marketing practices. The objective is to inform future marketing academics and practitioners in their use of sustainable marketing strategies to persuade buyers to opt for environmentally sound products and services; design sustainable marketing communication programmes; and manage channels to lead to a thoughtful disposal and recycle of used goods. The module covers the main theoretical models of the discipline; assists an understanding of the regulatory climate; and covers the main management processes and tools to position a corporation to respond to these challenges.

Taxation for Non-Specialists

Module Code: **6BUS1053** **Assessment:** 40% coursework / 60% exam
Credit Points: 15 **Level:** 6 **Semester:** A/ B
Pre-requisites: None
Co-requisites: Principles of Accounting & Finance **OR** Accounting for Business
Prohibited Combinations: Personal Taxation, Business Taxation

Module Contents
This module provides an opportunity for students to obtain a broad awareness of the theoretical and practical influences on UK taxation and the opportunity to calculate basic UK tax liabilities.
The module starts by examining the UK taxation environment: framework of UK taxation, principles of tax system design and the impacts of the UK tax system before considering individual taxes: income tax, capital taxes, corporation tax, VAT and other indirect taxes.

Training and Development

Module Code: **6BUS1052** **Assessment:** 50% coursework / 50% exam
Credit Points: 30 **Level:** 6 **Semester:** AB
Pre-requisites: None
Co-requisites: People Resourcing **OR** Managing People
Prohibited Combinations: None
Module Contents
The module provides a contemporary, applied and critical approach to the study of training and development at an individual, organisational, national and international level. It is appropriate for all students who anticipate being responsible for and are interested in the management and development of people at work. Practical activities enable students to develop the skills of a trainer. The module examines the roles and functions of training in organisations and explores individual and organisational strategies for training and development. The module includes: the training cycle of identification of training need, planning, delivery and evaluation of training; management of training; organisational and individual learning and the learning organisation.
The national and international context to training and development is examined through a critical examination of differing governmental and stakeholder strategies for intervention in vocational training.

Understanding Challenges in the Third Sector

Module Code: **6BUS1051** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 6 **Semester:** B
Pre-requisites: None
Co-requisites: None
Prohibited Combinations: None

Module Contents
The module will provide a broad understanding of the nature of the third sector and its contribution to the community. The third sector includes the voluntary sector, community groups, and social enterprises.
This module will enable students to develop their appreciation of the challenges of working and managing in the third sector, through a combination of lectures, student-led seminars and a period of approved voluntary work which will start early in the semester of study.
By reflecting on their voluntary work, the students will be able to synthesise and critically evaluate theoretical concepts.

Using IT to Gain Strategic Advantage

Module Code: **6BUS1014** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 6 **Semester:** B
Pre-requisites: None
Co-requisites: None
Prohibited Combinations: Business Strategy, Financial Strategy, Strategic Leadership in a Changing World

Module Contents
Exact module content will be determined by the current state of technology both existing and applied at the time.
There will be a significant proportion of reaction to 'late breaking news'. (For example, the popularisation of WAP and other technologies.)
There are, however, some timeless themes and these will include:

- An introduction to strategic thinking
- Porter's five forces
- SWOT analysis
- PEST analysis
- EIS
- IS as a business resource
- CRM
- Technology successes and failures
- Out-sourcing
- Tele-working
- Marketing intelligence and direct marketing
- Government intervention
- The role of e-commerce in the wider commercial arena
- Diversity, synergy and convergence

Visitor Attraction Management
Module Code: **6BUS1050** **Assessment:** 60% coursework / 40% exam
Credit Points: 15 **Level:** 6 **Semester:** A
Pre-requisites: None
Co-requisites: None
Prohibited Combinations: None

Module Contents
Managing tourism in natural and cultural heritage sites is one of the most important challenges in the present international tourism climate. Management techniques can be used to protect sites, promote visitor satisfaction and to educate, interpret, direct and control tourists. As tourism numbers grow, tourism management and the management of visitors is becoming increasingly important to ensure attractions remain for future generations. It also has the importance of ensuring opportunities for tourist experiences and tourist enjoyment. This module gives an insight into the practical management of natural and cultural heritage attractions, in particular the analysis of visitor management techniques.

Web Application Development A (Design) *(This module belongs to the School of Computer Science)*
Module Code: **6COM0265** **Assessment:** 100% coursework
Credit Points: 15 **Level:** 6 **Semester:** A
Pre-requisites: None
Co-requisites: None
Prohibited Combinations: None

Module Contents
This module aims to give students the opportunity to think about how they would go about developing a simple web application, what they need to take into account when developing it, and some of the available technology to support the process. It will emphasize effective web site design, and the importance of separating content from style, and keeping sites accessible.

LANGUAGE MODULE CODES

Level 4 modules			
	Code		Module Title
4	HUM	1038	French Route A - 4a
4	HUM	1039	French Route A - 4b
4	HUM	1040	French Route B - 4a
4	HUM	1041	French Route B - 4b
4	HUM	1036	French Route C - 4a
4	HUM	1037	French Route C - 4b
4	HUM	1044	German Route A - 4a
4	HUM	1045	German Route A - 4b
4	HUM	1046	German Route B - 4a
4	HUM	1047	German Route B - 4b
4	HUM	1042	German Route C - 4a
4	HUM	1043	German Route C - 4b
4	HUM	1052	Japanese Route A - 4a
4	HUM	1053	Japanese Route A - 4b
4	HUM	1056	Spanish Route A - 4a
4	HUM	1057	Spanish Route A - 4b
4	HUM	1058	Spanish Route B - 4a
4	HUM	1059	Spanish Route B - 4b
4	HUM	1054	Spanish Route C - 4a
4	HUM	1055	Spanish Route C - 4b
4	HUM	1034	Mandarin Route A - 4a
4	HUM	1035	Mandarin Route A - 4b

Level 5 modules			
	Code		Module Title
5	HUM	1036	French Route A - 5a
5	HUM	1037	French Route A - 5b
5	HUM	1039	French Route B - 5a
5	HUM	1040	French Route B - 5b
5	HUM	1052	French Route C - 5a
5	HUM	1053	French Route C - 5b
5	HUM	1044	German Route A - 5a
5	HUM	1043	German Route A - 5b
5	HUM	1045	German Route B - 5a
5	HUM	1046	German Route B - 5b
5	HUM	1047	German Route C - 5a
5	HUM	1048	German Route C - 5b
5	HUM	1061	Japanese Route A - 5a
5	HUM	1060	Japanese Route A - 5b
5	HUM	1055	Spanish Route A - 5a
5	HUM	1038	Spanish Route A - 5b
5	HUM	1041	Spanish Route B - 5a
5	HUM	1042	Spanish Route B - 5b
5	HUM	1057	Spanish Route C - 5a
5	HUM	1054	Spanish Route C - 5b
5	HUM	1050	Mandarin Route A - 5a
5	HUM	1051	Mandarin Route A - 5b

Level 6 modules			
	Code		Module Title
6	HUM	1066	French Route A - 6a
6	HUM	1067	French Route A - 6b
6	HUM	1071	French Route B - 5a
6	HUM	1070	French Route B - 5b
6	HUM	1079	French Route C - 6a
6	HUM	1080	French Route C - 6b
6	HUM	0374	French Mini Project
6	HUM	0375	French Project
6	HUM	1073	German Route A - 6a
6	HUM	1074	German Route A - 6b
6	HUM	1075	German Route B - 6a
6	HUM	1076	German Route B - 6b
6	HUM	1090	German Route C - 6a
6	HUM	1091	German Route C - 6b
6	HUM	0376	German Mini Project
6	HUM	0378	German Project
6	HUM	1088	Japanese Route A - 6a
6	HUM	1089	Japanese Route A - 6b
6	HUM	1068	Spanish Route A - 6a
6	HUM	1069	Spanish Route A - 6b
6	HUM	1085	Spanish Route B - 6a
6	HUM	1072	Spanish Route B – 6b
6	HUM	1081	Spanish Route C - 6a
6	HUM	1082	Spanish Route C - 6b
6	HUM	0377	Spanish Mini Project
6	HUM	0379	Spanish Project
6	HUM	0389	Mandarin Route A - 6a
6	HUM	0390	Mandarin Route A - 6b