

## WESTMINSTER BUSINESS SCHOOL

International in character and inclusive in nature, Westminster Business School reflects London at its best - a dynamic metropolitan city, cosmopolitan in makeup and truly part of the global business economy.

Westminster Business School has a long history of providing business education, having been founded in 1997, but with its origins going back even further to the 1970s. It is now among the largest UK University business schools. Recently it embarked upon an exciting phase of development combining in 2009 with the former Harrow Business School.

The School now provides higher education for 4,000 students - from school leavers to senior managers - working for qualifications ranging from full-time and part-time undergraduate degrees, through taught Masters to MPhil and PhD research degrees. A significant proportion of students are drawn from overseas, which provides a culturally diverse student population that adds to the educational experience of all.

There is a staff base of nearly 200 permanent staff with extensive business, consultancy and research achievements, and a pool of experienced visiting lecturers. A sizeable number of staff come from international backgrounds, which adds to the credibility of teaching in an increasingly global environment.

A number of international and professional accreditations are held by Westminster Business School ranging from bodies such as the Association of MBAs, Chartered Institute of Personnel and Development (one of their 11 national Centres of Excellence), ACCA, and the Chartered Institute of Marketing. The School is engaged in applied research that is internationally recognized, has three flagship research centres, and a strong group of PhD students.

Undergraduate courses cover the fundamental business disciplines and encompass the knowledge and skills essential for success in a rapidly changing business environment.

Further information on Westminster Business School can be found at: [www.westminster.ac.uk/wbs](http://www.westminster.ac.uk/wbs).

---

### Modules

Westminster Business School offers modules from five of its six departments:

- Business Information Management and Operations
- Economics and Quantitative Methods
- Finance and Business Law
- Human Resource Management
- Leadership and Development
- Marketing and Business Strategy

Please note that because of the specific nature of some or all of the subjects in these departments, you must be prepared to demonstrate previous knowledge before you can undertake certain modules and pay great attention to any pre-requisites (see section below).

**Please note that the University of Westminster is unable to guarantee the availability of the modules in this catalogue. All modules are subject to change, but are as accurate as possible at the time of going to print.**

---

---

## Pre-requisites

Please be aware that some modules at Level 5 and Level 6 may have a pre-requisite requirement for you to have already completed specific modules or equivalents at a lower level.

e.g. **BMKT602 Marketing Planning and Strategy**

has a pre-requisite of **BBUS402 Principles of Marketing or equivalent**

As a study abroad student, you are not expected to have taken the specific pre-requisite requirement, but you must have studied a relevant or similar course / module in your home country / institution. Some modules have co-requisites, which mean that the module and the co-requisite must be taken at the same time.

---

## DEPARTMENT OF BUSINESS INFORMATION MANAGEMENT AND OPERATIONS

Module Code	Title	Semester	Level	Credits
BBIM404	Web Development	2	4	15
BBIM405	Online Entertainment Management	2	4	15
BBIM501	Operations Management	2	5	15
BBIM506	Business Intelligence	2	5	15
BBIM602	Enterprise Strategy	2	6	15
BBIM603	Business Process Management	2	6	15
BBIM612	Web Analytics	2	6	15
BBIM613	Online Social Entrepreneurship	2	6	15

---

## DEPARTMENT OF ECONOMICS AND QUANTITATIVE METHODS

Module Code	Title	Semester	Level	Credits
BEQM402	The London Economy	2	4	15
BEQM404	The Business of Sport	2	4	15
BBUS502	Making Management Decisions	2	5	15
BEQM501	Microeconomic Theory and Applications	2	5	15
BEQM504	Principles of Economics	2	5	15
BEQM505	Economics Information and the Internet	2	5	15
BEQM506	The Global Economy	2	5	15
BEQM507	The European Business Environment	2	5	15
BEQM510	Development of Economic Analysis	2	5	15
BEQM606	Behavioural Economics	2	6	15
BEQM607	International Economics	2	6	15
BEQM608	Developmental Economics	2	6	15
BEQM610	Labour Economics	2	6	15
BEQM612	Management Science and Business Logistics	2	6	15

---

## DEPARTMENT OF FINANCE AND BUSINESS LAW

<b>Module Code</b>	<b>Title</b>	<b>Semester</b>	<b>Level</b>	<b>Credits</b>
BBUS403	Financial Information	2	4	15
BBUS501	Financial and Human Resource Management in Organisations	2	5	15
BFBL502	Legal Aspects of Business	2	5	15
BFBL507	Banking and Legal Compliance	2	5	15
BFBL509	Strategic Financial Management	2	5	15
BFBL511	Law and Media in the Media Age	2	5	15
BFBL512	Alternative to Litigation: Arbitration and other forms of Dispute Resolution	2	5	15
BFBL604	Corporate Governance and Regulation	2	6	15
BFBL606	Risk Management and International Finance	2	6	15
BFBL607	Investment Analysis and Strategy	2	6	15
BFBL611	Corporate Finance	2	6	15
BFBL615	Company Law	2	6	15
BFBL620	International Banking	2	6	15
BFBL621	International Capital Markets Law and Financial Services	2	6	15

---

#### DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

<b>Module Code</b>	<b>Title</b>	<b>Semester</b>	<b>Level</b>	<b>Credits</b>
BHRM401	The Role of the Manager	2	4	15
BHRM501	Organisational Analysis and Behaviour	2	5	15
BHRM502	Corporate Social Responsibility	2	5	15
BHRM503	Employment: The European Dimension	2	5	15
BHRM504	Equality and Diversity in Employment	2	5	15
BHRM506	Understanding the Employment Relationship	2	5	15
BHRM507	Applying the Tools of Positive Psychology to Business	2	5	15
BLDE502	Entrepreneurial Leadership	2	5	15
BLDE504	Work Psychology	2	5	15
BHRM603	Employee Reward	2	6	15
BHRM605	Managing Change: A Human Resource Management Approach	2	6	15
BHRM607	The Reality of Work Cultures in the Modern Economy	2	6	15
BLDE603	The Psychology of Coaching and Mentoring	2	6	15
BLDE606	Cultural Difference and People Management	2	6	15

---

#### DEPARTMENT OF MARKETING AND BUSINESS STRATEGY

<b>Module Code</b>	<b>Title</b>	<b>Semester</b>	<b>Level</b>	<b>Credits</b>
BBUS402	Principles of Marketing	2	4	15
BMKT401	Consumer Behaviour	2	4	15
BBUS503	Value Creation for Customers	2	5	15

BMKT501	Marketing Metrics and Analysis	2	5	15
BMKT503	Brand and Branding	2	5	15
BMKT505	Distribution and Retail	2	5	15
BMKT506	The Global Markets	2	5	15
BMKT507	Principles of International Marketing	2	5	15
BMKT509	Advertising	2	5	15
BMKT510	Developing Practical Entrepreneurial Ideas	2	5	15
BMKT602	Marketing Planning and Strategy	2	6	15
BMKT603	Marketing Communications	2	6	15
BMKT604	Cross Cultural Studies in Marketing	2	6	15
BMKT606	PR & Sales Promotions	2	6	15
BMKT609	Personal Selling and Sales Management	2	6	15
BMKT613	Ethics in Marketing	2	6	15
BMKT615	Entrepreneurship Theory to Practice	2	6	15
BMKT617	International Business	2	6	15

---

## DEPARTMENT OF BUSINESS INFORMATION MANAGEMENT AND OPERATIONS

### WEB DEVELOPMENT

#### Module Code BBIM404 Level 4 Credit 15 Semester 2

This module provides an introduction to a range of topics associated with the effective design of web pages and the use of the web. In doing so it should enable students to avoid the most common errors associated with webpage design. Areas covered include html, page and site design, multimedia, usability, accessibility.

### ONLINE ENTERTAINMENT MANAGEMENT

#### Module Code BBIM405 Level 4 Credit 15 Semester 2

There is an increase in the use of online entertainment content in the entertainment industry (for example, YouTube, BBC iPlayer, iTunes etc.). This module investigates why there is an increase of online entertainment content, how online content is changing the business environment of the entertainment industry and how organizations in other industries can use this technology to gain competitive advantage. The module provides a lively and entertaining look at this exciting area.

### OPERATIONS MANAGEMENT

#### Module Code BBIM501 Level 5 Credit 15 Semester 2

The purpose of this module is to broaden students' knowledge and extend their understanding of the central contribution operations management can play in ensuring competitiveness. The emphasis will be on the service sector. Students will be introduced to a range of management approaches used within organisations concerned with the creation of products and services. Students will be led to an understanding of the importance of a planned approach to the design of operations and will gain a general business awareness of operations. The range of business techniques introduced in the module can be used widely in a number of different sectors.

### BUSINESS INTELLIGENCE

#### Module Code BBIM506 Level 5 Credit 15 Semester 2

This module delivers up-to-date conceptual frameworks, techniques, technologies for business intelligence and digital intelligence. It covers the concepts, theories, principles, methods, examples and case studies of data Warehousing, business analytics and data visualization, Web mining, Web metrics, Web analytics, business performance management, and advanced software tools such as artificial neural networks, expert systems and software agents for business intelligence.

### ENTERPRISE STRATEGY

#### Module Code BBIM602 Level 6 Credit 15 Semester 2

This module will explore the exciting differences between traditional business strategy and the strategies required to gain the most from new technologies, enterprise management and eBusiness/eCommerce

solutions. The module will explore and integrate the traditional and enterprise strategies together, enabling students to evaluate and make better use of strategies within a modern organization. This module will explore models for eMarketing Strategy, eProcurement strategies, Customer relationship management, Information strategies and ecommerce strategies.

### **BUSINESS PROCESS MANAGEMENT**

#### **Module Code BBIM603 Level 6 Credit 15 Semester 2**

This module builds on core concepts covered in the Level 5 modules on Information and Operations Management. Business Process Management underpins enterprise efforts to achieve operational and strategic excellence. The module covers theory, methods and approaches to business process improvement and integration. Students will learn how to identify, model, evaluate and redesign business processes. The role of information technology in the management and transformation of business processes is central to the module and technologies supporting Enterprise wide systems, such as ERP and SCM will be covered and students will be introduced to SAP software..

### **WEB ANALYTICS**

#### **Module Code BBIM612 Level 6 Credit 15 Semester 2**

Web analytics is a new area within many organizations and an area of growth in many online-focused organizations. There is currently great employer demand for students' with web analytics knowledge. Web analytics provides an understanding about how people interact with organizations' online offerings. Web analytics is very useful for students' with an interest in eCommerce/mCommerce/eMarketing. This module provides a foundation of knowledge that could be used to achieve a Web Analytics Association (WAA) professional qualification.

### **ONLINE SOCIAL ENTREPRENEURSHIP**

#### **Module Code BBIM613 Level 6 Credit 15 Semester 2**

This module is about using the Internet and associated technologies, as well as e-commerce business models, to deliver social and/or environmental benefits. The module aims to enable students to understand the nature and importance of online social entrepreneurship today and in the foreseeable future; to highlight some of the technologies and applications which underpin online social entrepreneurship; to develop an appreciation of some of the current constraints and limitations of the underlying technology; and to develop an understanding of how to implement a simple online social enterprise.

---

## **DEPARTMENT OF ECONOMICS AND QUANTITATIVE METHODS**

### **THE LONDON ECONOMY**

#### **Module Code BEQM402 Level 4 Credit 15 Semester 2**

Using a series of case studies, this module explores some important features of the contemporary London Economy, including the city's financial sector, labour market, art and cultural institutions, the tourist industry and transport. It uses economics as a framework of analysis, but is non-technical in approach and assumes no prior knowledge of the subject.

### **THE BUSINESS OF SPORT**

#### **Module Code BEQM404 Level 4 Credit 15 Semester 2**

Worldwide, the sports industry is estimated to be worth well over US\$500 billion; in the UK, alone, it may be worth in excess of £15 billion. On any measure - whether in terms of turnover, profitability, employment, participation or media profile - sports business is big business. Using a blend of theory and practice, and case studies from a variety of competitive sports, this module examines the distinctive nature and context of sport and sport business. It draws on various functional areas in business - economics, finance, marketing, and law among others and practitioner knowledge - to build a profile of the sports industry. Finally, it considers contemporary issues of importance in the sports industry such as sponsorship and the media.

### **MAKING MANAGEMENT DECISIONS**

#### **Module Code BBUS502 Level 5 Credit 15 Semester 2**

***Pre-requisites: BKEY401 Professional Competences and BKEY402 Business Context or equivalent***

This module offers an integrated and holistic approach to management decision making, drawing on and extending material from a variety of business disciplines, with the ultimate aim of improving student decision making skills. The sequence of topics aims to replicate the key steps in the decision making process. Thus we consider, in turn, decision identification and diagnosis; researching decision alternatives and choosing a

course of action; analysing the likely impact of risk and uncertainty and its mitigation and how this can be best managed, and, finally, the issues and concerns that arise when decisions need to be implemented.

### **MICROECONOMIC THEORY AND APPLICATIONS**

**Module Code BEQM501 Level 5 Credit 15 Semester 2**

***Pre-requisites: BKEY402 Business Context or equivalent***

Over the last 20 years, there have been significant developments in areas of microeconomic policy, such as privatisation and competition policy. There are also currently a number of key corporate governance matters under discussion that are likely to have important implications for the relationships between the main stakeholders of firms and for corporate objectives. In order to appreciate the key factors involved in these and other microeconomic issues, it is necessary to develop an understanding of the conceptual tools and underlying analytical framework and how it can be applied to particular situations. This involves exploring the fundamental decisions made by economic agents as producers, consumers and suppliers of factors of production.

### **PRINCIPLES OF ECONOMICS**

**Module Code BEQM504 Level 5 Credit 15 Semester 2**

***Pre-requisite: BKEY402 Business Context or equivalent***

The module allows students to study economics as a method of understanding the way economic agents interact in the process of exchange. Where possible, students will learn by the application of economics to real world issues. The module seeks to build on and extend the understanding gained in the introductory module BKEY402. Broad headings are: economic methodology; basis of market economies and alternatives; returns to factors of production; structure of markets; the economics of information; markets and efficiency; the economy as a system; the economy in the wider world; recurring economic problems.

### **ECONOMICS INFORMATION AND THE INTERNET**

**Module Code BEQM505 Level 5 Credit 15 Semester 2**

***Pre-requisite: BKEY402 Business Context or equivalent***

This module aims to investigate the economic significance of information in the global economy. The primary focus is on the effect that the internet and the world wide web has had on the value of information as a good. When information can be digitalised, separated from physical goods, and delivered over the Web (as is the case for music files) the market is transformed.

### **THE GLOBAL ECONOMY**

**Module Code BEQM506 Level 5 Credit 15 Semester 2**

***Pre-requisite: BKEY402 Business Context or equivalent***

The world is becoming increasingly integrated. This module extends student understanding of economic analysis and its application to issues affecting the global economy. Students are introduced to important theoretical issues such as the economics of integration, trade theories, the economics of climate change, migration and the causes and impacts of financial crises on different economies. It will select key, and currently ongoing issues, for students to develop their ability to research, analyse and problem solve.

### **THE EUROPEAN BUSINESS ENVIRONMENT**

**Module Code BEQM507 Level 5 Credit 15 Semester 2**

***Pre-requisite: BKEY402 Business Context or equivalent***

The content of this module is designed to give a reasonably comprehensive, clear and up-to-date picture of the aims, progress and effects of the European Union (EU) and its policies. Single market; monetary unification; economic policy making in the EU.

### **DEVELOPMENT OF ECONOMIC ANALYSIS**

**Module Code BEQM510 Level 5 Credit 15 Semester 2**

***Pre-requisite: BKEY402 Business Context or equivalent***

This module provides students with an ability to participate in the revival of interest in the history of economic thought which is now occurring in response to the current financial and economic crisis. The topics are chosen with a view to relating the study of economic ideas of the past to current debates and discussions on the unfolding events of the present.

### **BEHAVIOURAL ECONOMICS**

**Module Code BEQM606 Level 5 Credit 15 Semester 2**

***Pre-requisite: BKEY402 Business Context or equivalent***

The module explores the theory of behavioural economics and its application to public policy. It uses a theoretical framework which combines both social and private perspectives to support decision making and create an understanding of the policy implications of the behavioural aspects of economic choices. The framework includes applications to savings and pensions and the equity premium puzzle.

### **INTERNATIONAL ECONOMICS**

**Module Code BEQM607 Level 6 Credit 15 Semester 1 + Semester 2**

***Pre-requisite: Pre-requisite: BKEY402 Business Context or equivalent***

This module will broaden students' knowledge and extend their understanding of theoretical concepts in international trade, investment and finance. It will enhance students' understanding of the reasons for international specialisation, the implications of protection for economic welfare, and the effect of various macroeconomic policies on international markets.

### **DEVELOPMENT ECONOMICS**

**Module Code BEQM608 Level 6 Credit 15 Semester 2**

***Pre-requisite: BKEY402 Business Context or equivalent***

This module examines the characteristics of developing countries and the problems facing them in their bid to meet development goals and achieve sustainable development. The course teaches students how to evaluate government and international development policies. The module will explore the analytical approaches utilised by economists for dealing with development issues and will explore how the application of economic theories relates to the problems and prospects of developing countries. The module covers development measures, the contribution of agriculture, industry and trade to development. The module also covers the role of governance, international institutions and foreign resource flows. Gender and environmental issues will also be examined.

### **LABOUR ECONOMICS**

**Module Code BEQM610 Level 6 Credit 15 Semester 2**

***Pre-requisite: BKEY402 Business Context or equivalent***

During the past twenty years the Human Resource Management profession has grown enormously, whilst the study of labour economics has stayed predominantly within academia, international organisations and/or national government departments. This module draws on the most up-to-date thinking within the relatively recent area of Human Resource Economics and the more established fields of Education Economics and Labour Economics. The focus is primarily micro-economic analysis. Within the discipline of economics, the study of labour markets is mainly concerned with the outcomes when individuals (who supply their labour services), firms (who demand these labour services) and governments (who attempt to regulate the labour market) interact. This is a typically 'dry' economic explanation and, whilst it does provide a good overall description, it does not give an idea of just how interesting this area of study can be. Thus, when one considers these 'players' in the labour market, we are faced with issues of discrimination, income inequality, unemployment and inactivity, immigration, ageing populations and a host of other social phenomena that impact upon our everyday lives. As you will see if you attend this module, even down to the issue of why people marry, economists have come up with interesting and insightful theories surrounding these highly divisive issues.

### **MANAGEMENT SCIENCE AND BUSINESS LOGISTICS**

**Module Code BEQM612 Level 6 Credit 15 Semester 2**

***Pre-requisite: BBUS502 Making Management Decisions or BEQM503 Principles of Statistics***

As organisations become larger and more complex, the decisions required by such organizations become more difficult and costly if an error is made. At the same time globalisation, competition and better communications lead to the need for faster decisions. Therefore we need better and faster logical or scientific methodology for decision making. The purpose of this module is to broaden students' knowledge and extend their understanding of these logical and scientific business models in order to provide optimal solutions for the most common business problems in marketing, finance, human resources, production and operations.

---

## **DEPARTMENT OF FINANCE AND BUSINESS LAW**

### **FINANCIAL INFORMATION**

**Module Code BBUS403 Level 4 Credit 15 Semester 2**

The module provides fundamental accounting and financial knowledge, essential skills for any business manager. It focuses on the purpose and relevance of accounting in business management and the use of

accounting and financial techniques, to enable an analysis of business financial performance. It provides an introduction to financial resource management and the role of capital markets.

## **FINANCIAL AND HUMAN RESOURCE MANAGEMENT IN ORGANISATIONS**

**Module Code BBUS501 Level 5 Credit 15 Semester 2**

***Pre-requisite: BBUS403 Financial Information or equivalent***

The module introduces students to the challenges of defining goals and assessing effectiveness in organisations, control and performance measurement and organizational and financial planning. Human Resource Management (HRM) models of assessment as well as accounting tools such as budgets used by managers to plan and control, and influences on metrics in organisations will be critically examined. The module draws on theory and practice from both Management Accounting and Human Resource Management.

## **LEGAL ASPECTS OF BUSINESS**

**Module Code BFBL502 Level 5 Credit 15 Semester 2**

The sources of business law within the U.K. legal system, the principles of contract law, legal characteristics of important business contracts, the law of negligence with particular application to business. The module aims to provide students with an understanding of the law relevant to the operation of business; to create an awareness and understanding of areas of substantive law within a business context; to demonstrate, through the use of relevant business scenarios, the application of the law to various practical situations; to allow students to apply their learning to analysing the legal context of various business scenarios; and to enable students to develop a critical understanding of the law so as to be able to apply it to the business environment.

## **BANKING AND LEGAL COMPLIANCE**

**Module Code BFBL507 Level 5 Credit 15 Semester 2**

The module will provide students with a broad knowledge of modern banking theories, the regulatory framework and compliance issues with an emphasis on the UK banking industry. It focuses on issues related to banking structure, operations and various regulations imposed on different categories of banks. The themes are addressed primarily from a national perspective, although important international issues will also be included, and will cover the recent developments within the banking industry, such as electronic banking, smart cards and digital cash.

## **STRATEGIC FINANCIAL MANAGEMENT**

**Module Code BFBL509 Level 5 Credit 15 Semester 2**

This module is designed to develop students' understanding of Financial Management themes. It covers a series of topics on investment decisions and their financial implications as investment and corporate finance decisions interrelate and cannot be separated. It will provide students with sufficient knowledge to appraise, from a both domestic and international perspective, financial management strategies and risk limitation techniques in making commercial value added decisions.

## **LAW AND MEDIA IN THE MEDIA AGE**

**Module Code BFBL511 Level 5 Credit 15 Semester 2**

The module will examine how the legal and regulatory environment affects the rights and duties of media workers. The focus will be on issues relating to freedom of the press and free expression, regulation and self regulation, accuracy and intrusion. The module will look particularly at the legal and regulatory challenges posed by new media regulation.

## **ALTERNATIVE TO LITIGATION: ARBITRATION AND OTHER FORMS OF DISPUTE RESOLUTION**

**Module Code BFBL512 Level 5 Credit 15 Semester 2**

The module will examine how various forms of alternative dispute resolution (ADR) allow parties to resolve conflicts separate from litigation proceedings within state-run court systems, as well as providing students with first-hand knowledge of the key issues, principles, rules, procedures, and parties involved in ADR. ADR offers an alternative process of dispute resolution separate from proceedings within state-run court systems. In both the national and the international business context, parties often prefer ADR as a means of dispute resolution because they are convinced it offers faster, more predictable and more economical results compared to litigation in the state-run court systems.

## **CORPORATE GOVERNANCE AND REGULATIONS**

**Module Code BFBL604 Level 6 Credit 15 Semester 2**

The module is divided into two main themes: 1. Corporate Governance 2. Regulation The aim of this module is to develop students' analytical skills and understanding of corporate governance, integrating theoretical approach in comparative corporate governance and providing the opportunity to develop a comprehensive knowledge of the UK system of corporate governance, its development and international influence. In addition, this will provide opportunities for exploring the regulation of corporate operating and financial activities on an international level.

### **RISK MANAGEMENT AND INTERNATIONAL FINANCE**

#### **Module Code BFBL606 Level 6 Credit 15 Semester 2**

This module provides the fundamental ideas and tools for thinking about risk management and international finance. Emphasis is given to options in risk management, foreign exchange risk, interest rate risk, value at risk and topics in international finance.

### **INVESTMENT ANALYSIS & STRATEGY**

#### **Module Code BFBL607 Level 6 Credit 15 Semester 2**

A specialised final level undergraduate module designed to prepare students for investment management, with a thorough grounding in issues facing investment managers and professionals involved with investment decisions.

### **CORPORATE FINANCE**

#### **Module Code BFBL611 Level 6 Credit 15 Semester 2**

A specialised final level undergraduate module designed to prepare students for a career in the accounting or finance world and to give students a thorough understanding of the finance decisions faced by organisations.

### **COMPANY LAW**

#### **Module Code BFBL615 Level 6 Credit 15 Semester 2**

This module is especially useful for those students who will be seeking exemptions in Company Law from UK professional bodies, but is also relevant for anyone who wishes to learn about the nature, function and place of company law in business. The module is concerned with the significance of the inter-relationship between shareholders, company directors, creditors, customers and members of the public and the role of the government and other institutions in company law.

### **INTERNATIONAL BANKING**

#### **Module Code BFBL620 Level 6 Credit 15 Semester 2**

The module will provide students with a broad knowledge of the structures and the different functions of banking institutions in both the home and international markets. The module gives emphasis to the role of banks in the economy, banking regulation, bank performance, management of bank portfolio and interest rate risk.

### **INTERNATIONAL CAPITAL MARKETS LAW AND FINANCIAL SERVICES**

#### **Module Code BFBL621 Level 6 Credit 15 Semester 2**

This course will critically examine the international capital markets and the way they function. Specifically, the course will critically evaluate various means of raising capital, with an emphasis on international debt and equity markets. In addition, the course will address the financial regulatory regimes in key markets around the world, paying particular attention to the U.S., the U.K., and the European Union. Further, the course will consider the future of the international capital markets in light of the current global financial crisis and efforts to restore confidence in the markets. The module will examine the various institutional, national, international, and supranational rules and regulations governing the international capital markets.

---

## **DEPARTMENT OF HUMAN RESOURCE MANAGEMENT**

### **THE ROLE OF THE MANAGER**

#### **Module Code BHRM401 Level 4 Credit 15 Semester 2**

This module is intended to prepare students for managerial roles and, as such, deals with the core skills involved in management. These include delegation, managerial style, chairing meetings, staff counselling, staff development, identifying and managing conflict and negotiating skills. The module aims to help students identify how people become managers, what the role of the manager is and how to maximise effectiveness in that role. Real-life examples are offered throughout, with the variations in styles of management required by different organisations and different cultures taken into consideration.

## **ORGANISATIONAL ANALYSIS AND BEHAVIOUR**

**Module Code BHRM501 Level 5 Credit 15 Semester 2**

***Pre-requisite: BBUS401 Perspectives on Behaviour in Organisations or BBUS404 Behavioural Aspects of International Business***

The module explores Organisational Behaviour and Analysis related topics, taking into account the economic, social and political context within which organisations operate. The aim of this module is to put organisational analysis at centre stage. The module will convey to students the importance of macro organisational processes for the experience of work of both managers and employees, taking into account constraining and enabling structures within the economic, social and political context. An analysis of the key theories, concepts and empirical evidence about contemporary work organisations will provide students with the basic analytical tools for understanding why the workplace is a domain of discord as much as harmony, of paradox just as much as rationality, and of frustration just as much as satisfaction.

## **CORPORATE SOCIAL RESPONSIBILITY**

**Module Code BHRM502 Level 5 Credit 15 Semester 2**

This module examines the theory and practice of corporate social responsibility in the modern business context. The module aims to help students develop their abilities to analyse theoretical and business approaches to corporate social responsibility, and consider the issues involved in implementing related policies.

## **EMPLOYMENT: THE EUROPEAN DIMENSION**

**Module Code BHRM503 Level 5 Credit 15 Semester 2**

This module examines EU policies on work and employment, considers issues of implementation and examines the stresses of national implementation. Students will relate theoretical approaches to the European labour market to current business issues and problems; develop clear lines of argument and evaluate attempts at the implementation of labour policies; and develop a critique of current policies on labour and evaluate attempts to develop them.

## **EQUALITY AND DIVERSITY IN EMPLOYMENT**

**Module Code BHRM504 Level 5 Credit 15 Semester 2**

The module will explore the implications of inequality and difference for employment, and consider economic and social identity explanations for segregation and disadvantage in the labour market. It will investigate the impact of individual attitudes and behaviour and the role of organisational cultures in promoting or undermining equality and diversity. Students will investigate how organisations are tackling the issues and evaluate the policies and practices adopted in managing equality and diversity in the workplace.

## **UNDERSTANDING THE EMPLOYMENT RELATIONSHIP**

**Module Code BHRM506 Level 5 Credit 15 Semester 2**

Introduction to employee relations that explores the nature of the employment relationship. This involves identifying the parties to the relationship, their objectives, perceptions and interactions (both formal and informal), the effects of power relations and the potential for conflict to arise. Having established these key concepts, the course devotes significant time to critical analysis of the methods for avoiding and resolving conflict. The UK system of employee relations is utilised to demonstrate these concepts.

## **APPLYING THE TOOLS OF POSITIVE PSYCHOLOGY TO BUSINESS**

**Module Code BHRM507 Level 5 Credit 15 Semester 2**

This module will examine how individuals achieve their optimal performance by using psychometric tools to measure personal strengths and aligning these with goals and motivation. This will be followed by an investigation of the impact of positive emotions, meaning and purpose, on the level of engagement and its importance in organisational settings. Also, the importance within organisational strategy of innovation and creativity for business success will be investigated. Finally, the module will emphasise the benefits of hope and optimism towards building strengths-based organisations.

## **ENTREPRENEURIAL LEADERSHIP**

**Module Code BLDE502 Level 5 Credit 15 Semester 2**

The module provides an opportunity for those interested in entrepreneurship to both learn about leadership and management in the entrepreneurial context and to practise it. Entrepreneurial leadership within organisations will be included but the focus will be on owner start-ups. The module will examine communication, leadership and management of people, the move from start-up or partnership to micro

business and small organisation and issues of trust and delegation. Leadership by female and ethnic minority entrepreneurs will be examined. Students on the module will identify and interview an entrepreneur on their leadership impact and changes in style as the business has grown. This will be done with a partner and reflection and analysis of their own entrepreneurial skills and leadership style in carrying out the assignment will be important. The module will also address the role of strategic partnerships and impact of the leadership style on others.

### **WORK PSYCHOLOGY**

#### **Module Code BLDE504 Level 5 Credit 15 Semester 2**

This module explores the different psychological theories and their application in organisational settings. It examines the main perspectives of psychology (Psychodynamic, Behaviourist, Humanistic, Cognitive and Trait and Type theory) and explains different methodological approaches to research and application of work psychology. It will examine the relevance of psychology in the workplace and show how use of theory can be applied to organisational situations, for example in: personality testing, discrimination in the workplace, career management, stress and well-being in the workplace, relationships at work and training and group decision making.

### **EMPLOYEE REWARD**

#### **Module Code BHRM603 Level 6 Credit 15 Semester 2**

##### ***Pre-requisite: BHRM501 Organisational Behaviour and Analysis***

Reward is at the core of the relationship between employer and employee. Managers need to know the principles underpinning systems of reward and how to effectively implement them in practice. The increasing importance and relevance of the subject area is reflected in both the attention given to rewarding employees in the organisational environment and its key position in professional HRM programmes of study.

### **MANAGING CHANGE: A HUMAN RESOURCE MANAGEMENT APPROACH**

#### **Module Code BHRM605 Level 6 Credit 15 Semester 2**

This module is intended to provide students with an understanding of change management and provide approaches to analysing an organisation's development and implementation of change. It will examine theories and practices of organisational change. It will contrast different models and approaches to understanding change and innovation in organisations and explore the managing of organisational change. In particular it will focus on the human aspects of change.

### **THE REALITY OF WORK CULTURES IN THE MODERN ECONOMY**

#### **Module Code BHRM607 Level 6 Credit 15 Semester 2**

This module looks at the realities of the relationship between work and social character in the modern economy. The module will enable students to examine and critically evaluate the reality of modern work and its effect upon working cultures and social character; and to critically examine whether modern work has undermined the implicit relationships between work and career and character.

### **THE PSYCHOLOGY OF COACHING AND MENTORING**

#### **Module Code BLDE603 Level 6 Credit 15 Semester 2**

This module focuses upon the theory and applied practice of coaching and mentoring within an applied learning framework. It covers the principles, theories and models of mainstream coaching and mentoring, along with an understanding of the process issues connected to coaching and mentoring activities. The content of the module focuses upon the implications for coaching and mentoring from the perspectives of psychology and human resource management. This module is highly skills focussed and the content therefore reflects this practical aspect of becoming a skilled coach and mentor. This credit bearing module is suitable for those students who would like to develop practical coaching and mentoring skills and equally share valuable professional experiences with other university students.

### **CULTURAL DIFFERENCE AND PEOPLE MANAGEMENT**

#### **Module Code BLDE606 Level 6 Credit 15 Semester 2**

##### ***Pre-requisite: BBUS401 Perspectives on Behaviour in Organisations***

The course aims to provide a useful base for working and managing in multicultural settings. It focuses on national cultural differences, particularly in relation to different ideas of management and organisations. It aims to draw on students' lived experience of culture to make sense of the organisational literature on cultural differences.

---

## DEPARTMENT OF MARKETING AND BUSINESS STRATEGY

### PRINCIPLES OF MARKETING

**Module Code BBUS402 Level 4 Credit 15 Semester 2**

***This module cannot be taken with BBUS404 Behavioural Aspects of International Business.***

This module provides students with a broad introduction to marketing and its role in business and society today, providing students with an overview of the principles underpinning marketing activities. The role of marketing in responding to and shaping major social and environmental issues also will be examined. The module aims to introduce the key concept of marketing, an understanding of consumer behaviour, and an evaluation and application of marketing tools.

### CONSUMER BEHAVIOUR

**Module Code BMKT401 Level 4 Credit 15 Semester 2**

The behaviour of consumers and buyers in different contexts, cultures, consumption and usage situations, both individually, within and across groups. The application of consumer behaviour theory to marketing action in different market sectors. Students practice active learning, problem solving, and autonomy. Provides marketing knowledge and transferable skills required for professional marketers.

### VALUE CREATION FOR CUSTOMERS

**Module Code BBUS503 Level 5 Credit 15 Semester 2**

***Pre-requisite: BBUS402 Principles of Marketing or equivalent***

The module will focus on the inter-relationships between a company's market position, the nature of its products and services and the design and management of its operations. It explores the impact of marketing and operational decisions on financial performance. The concept of the Value Chain is a key tool used to aid student understanding.

### MARKETING METRICS AND ANALYSIS

**Module Code BMKT501 Level 5 Credit 15 Semester 2**

***Pre-requisite: Study Abroad students should have prior knowledge of general marketing principles or be taking BBUS402 Customers & Markets.***

Metrics are used by marketing decision makers. The skills involve knowing what to measure, where to find data and how to construct measures. This then continues with interpretation and the uses of given metrics. Cautions or warnings are also essential to avoid misuse or misapplication. This module inspects metrics associated with elements of the marketing mix (product, price, place, promotion) in theory and applied to industry sectors. Students practice active learning, problem solving, and autonomy. Provides marketing knowledge and transferable skills required for professional marketers.

### BRAND AND BRANDING

**Module Code BMKT503 Level 5 Credit 15 Semester 2**

A key asset and source of competitive advantage to modern firms and organizations is the portfolio of brands that they own. This module provides students with a thorough grounding in branding, giving not only an understanding of the fundamental importance and role of brands in the modern business and marketing world but also a set of tools to help them extract the maximum benefit and enjoyment from their subsequent business and marketing studies.

### DISTRIBUTION AND RETAIL

**Module Code BMKT505 Level 5 Credit 15 Semester 2**

***Pre-requisite: BBUS402 Principles of Marketing or BBUS404 Behavioural Aspects of International Business or equivalent***

This module examines the distribution of products in both B2B and B2C with particular emphasis on the end of the B2C chain. The module examines the elements of the distribution channel, considerations and constraints in channel design, the role of information in logistics management and the differing considerations and requirements of different sectors. This is integrated with supply chain management considerations from the retailers' point of view. This requires examination of the principles driving competitiveness in retail organisations in different retail sectors. The module also considers wider social, political, economic and environmental responsibilities of distributors and retailers (if any).

### THE GLOBAL MARKETS

**Module Code BMKT506 Level 5 Credit 15 Semester 2**

***Pre-requisite: BBUS402 Principles of Marketing or equivalent***

This module examines the impact of globalization on business activity, consumer markets, and politico-economic developments. Identify the historical processes that contributed to globalisation. It will explore the impacts of globalisation, examining the role of political economy and the impact of international organisations such as the WTO and the EU on globalisation; explore the impact of FDI and other modes of entry on the expansion of businesses in host countries. Examine the role of differential culture and mass culture in global business; and explain and critically examine major issues in international business and global strategy.

### **PRINCIPLES OF INTERNATIONAL MARKETING**

**Module Code BMKT507 Level 5 Credit 15 Semester 2**

***Pre-requisite: BBUS402 Principles of Marketing or BBUS404 Behavioural Aspects of International Business or equivalent***

This module provides an introduction to International Marketing, and a basic understanding of how International Marketing differs from Domestic Marketing. In particular, it will acquaint students with the various macro-environmental forces in the international domain, including cultural, sociological, economic and political forces, and the implications of these for each of the various marketing mix decision areas. The module is designed to provide the conceptual and contextual foundations of International Marketing for anyone wishing to undertake a career in the modern international business environment, as also those wishing to undertake further specialized studies in the area of International Marketing.

### **ADVERTISING**

**Module Code BMKT509 Level 5 Credit 15 Semester 2**

***Pre-requisite: BBUS402 Principles of Marketing or equivalent***

In a world where consumers are becoming more sophisticated and technology changes the way in which we communicate, advertising is exciting, challenging and evolving. The module focuses on the way in which media is utilised to create meaningful messages, build brands and stimulate sales. The module will aim to provide students with an in-depth awareness of the contemporary issues, standards and operating practices of advertising agencies in the industry; to introduce students to the concepts and theories of advertising; and to create an opportunity for students to participate in the creation of an advertising solution to a practical marketing communications problem.

### **DEVELOPING PRACTICAL ENTREPRENEURIAL IDEAS**

**Module Code BMKT510 Level 5 Credit 15 Semester 2**

This module involves transferable soft and hard business skills focused on micro and small organisations. It will be based on Action Learning teaching methodologies. Specific transferable skills such as maintaining and developing cash flows, competitor analysis and using target markets to develop cost/benefited promotions will be critically developed. A wide range of transferable communication skills will be practiced in group work, individual work and where possible working with outside organisations. Various software and hardware programs and platforms will be used as appropriate.

### **MARKETING PLANNING AND STRATEGY**

**Module Code BMKT602 Level 6 Credit 15 Semester 2**

***Pre-requisite: BBUS402 Principles of Marketing or equivalent***

A management consultant called Paul Dunn once famously said “*Those that aim at nothing, usually hit it with surprising accuracy*”, and so we need a plan! However, it is also said that planning is never straightforward. Whilst we may be able to predict the future to some extent, organisations are complex, meaning that accurate predictions are difficult to make, even after detailed research. The *BMKT602 Marketing Planning and Strategic Choice* module investigates issues that marketers in the real world have to deal with: identifying and analysing market trends; selecting and understanding target markets and the value required by each of them, creating superior value to competitors, prioritising marketing objectives and strategies, and finally assessing the possible financial consequences of actions taken. It is this planning process which focuses the minds of marketing managers and provides a framework which should be sufficiently flexible to allow for the unforeseen. In the words of General Dwight Eisenhower, supreme commander of the Allied forces at the time of the D-Day invasion in 1944: ‘*Plans are nothing - planning is everything*’.

### **MARKETING COMMUNICATIONS**

**Module Code BMKT603 Level 6 Credit 15 Semester 2**

***Pre-requisite: BBUS402 Principles of Marketing or equivalent***

Marketing communications together are one of the four key ingredients of marketing strategy identified by Culliton (1948) to describe the role of a marketing manager. Borden (1953) called this the “marketing mix”, and McCarthy (1960) listed the ingredients of this mix as the Four Ps. The “P” that stands for Marketing

Communications itself is further subdivided into the Marketing Communications Mix: as advertising, sales promotion, PR, personal selling, and direct marketing. This module covers these areas and more recent developments. It provides the theoretical and practical foundations of marketing communications by considering their role and function within business organisations; their evolution over the past ten to fifteen years; planning the marketing communications process; and the analysis of marketing communications dynamics as a prelude to planning and execution. It considers marketing communications from a consumer's point of view as well as from an organisational perspective. It considers the importance and benefits of integrated marketing communications. It explains how organisations interact with media agencies. Finally the module presents models for measuring the success rate in evaluating the overall communication process and individual marketing communications programmes.

### **CROSS CULTURAL STUDIES IN MARKETING**

**Module Code BMKT604 Level 6 Credit 15 Semester 2**

***Pre-requisite: BBUS402 Principles of Marketing or equivalent***

This module examines how marketing managers must adapt to cultural diversity in international and increasingly in domestic marketing. Different cultural and sub-cultural contexts are explored alongside the implications for different functions within the marketing role. Students practice active learning, problem solving, and autonomy. Provides marketing knowledge and transferable skills required for professional marketers.

### **PR & SALES PROMOTIONS**

**Module Code BMKT606 Level 6 Credit 15 Semester 2**

With media channels becoming more and more fragmented and consumers increasingly able to filter-out unwanted and intrusive advertising, the nature of marketing communications is changing. As we enter an era when manufacturers and consumers will have 'dialogues' and brand reputations will be formed on social networks, this module aims to provide students undertaking broad based business degrees or specialist marketing degrees with a detailed understanding of how public relations and promotional marketing (sales promotion) can be applied to communicate marketing messages across multi-channel media - whilst ensuring consistency and engagement with the consumer. This module provides students with an important understanding of how traditional theories of reputation management and models of consumer choice can be applied to aspects of brand management and how the rapidly changing media environment will see them play an increasingly important role.

### **PERSONAL SELLING AND SALES MANAGEMENT**

**Module Code BMKT609 Level 6 Credit 15 Semester 2**

***Pre-requisite: BBUS402 Principles of Marketing or equivalent***

The use of sales approaches in marketing management. The skills involved in selling and creating sales operations. The use of organisation, motivation and knowledge in different contexts. Students practice active learning, problem solving, and autonomy. Provides marketing knowledge and transferable skills required for professional marketers.

### **ETHICS IN MARKETING**

**Module Code BMKT613 Level 6 Credit 15 Semester 2**

***Pre-requisite: BBUS402 Principles of Marketing or equivalent***

Understanding ethics in marketing is essential for strategic decision making and business success. At the level of the individual there is a need to develop skills in seeking out and evaluating the options available. At the level of the company there is a need to understand the competitive environment, to seize market opportunities where they exist, and to be productive. The module will address marketing thinking and techniques with specific reference to ethics in marketing. It will cover such areas as Cause-Related Marketing (CRM) and Corporate Social Responsibility (CSR).

### **ENTREPRENEURSHIP THEORY TO PRACTICE**

**Module Code BMKT615 Level 6 Credit 15 Semester 2**

This module involves a range of business theories that need to be applied in practical environments as appropriate. It also involves communication, research and use of IT skills. Students will be required to research and suggest implementation practices in response to specific business scenarios using text, slide and verbal communication as appropriate. Action Learning techniques will be used throughout.

### **INTERNATIONAL BUSINESS**

**Module Code BMKT617 Level 6 Credit 15 Semester 2**

The Module explores the wider business environment and the significance of major global trends. The impact upon international businesses of the global trade institutions and of governments is studied for companies of various sizes and types. Major topics include, foreign direct investment; culture and management practice, assessing the attractiveness of markets, ethics and the management of risk internationally. The decisions and issues faced by international managers are studied from the perspective of various functions including Finance, HRM, Marketing and Operations.

---