

CORE MODULES: BSc (Hons) Business Management

You must take modules worth 120 credits at each level of the course. Each module is worth a specified number of credits.

Year one for full-time students (Level 4)

Academic Skills (15 credits)

- *This module aims to equip the student to function effectively as an independent self-learner within the higher education learning environment, with specific reference to the area of business management. Students will be introduced to the learning context and the responsibilities of the individual learner within higher education. They will be encouraged to develop both practical skills and academic skills central to undergraduate business degree programmes. These will include: time management; reading and note taking, critical analysis, critical writing, essay writing, reporting writing, preparing for exams, referencing, the use of information technology and associated software packages, presentation skills, problem solving, both individually and in teams. In addition the students will be introduced to personal reflection and increasing their effectiveness as independent self-learners.*

Introduction to Accounting and Finance (15 credits)

- *The module aims to give students a sound grasp of the basics of financial reporting (context, purposes, regulatory framework). It introduces the principal concepts of financial accounting. The preparation of principal financial statements will also be explored. This module is also designed to introduce students to key management accounting skills necessary to support decision-making. It will emphasise the acquisition and application of skills and knowledge necessary to inform managers responsible for planning, decision-making and control and will provide the underpinning skills and knowledge required for more advanced study. The key issues addressed will be the fundamentals of cost data collection, analysis and allocation of costs, costing of products and services using absorption and marginal costing techniques, short term decision making - Cost Volume profit analysis, budgeting and budgetary control.*

Principles of Marketing (15 credits)

- *Principles of Marketing is a module which presents first year students with a foundation in the core theories and models of marketing, from a bottom-up perspective. The module instils in students an understanding of how marketing operates as a key functional area within business and how it critically interacts with other areas such as accountancy, human resource management and business management. The emphasis of the module is upon examining the role that marketing management can play in implementing and controlling the marketing mix processes. Alternative approaches in the use of the marketing mix will be discussed, analysed and evaluated looking at both the short and long-term organisational and market demands. The module takes examples from a diverse range of sectors from Fast Moving Consumer Goods, to the Third Sector and Arts organisations. In tandem the module takes a critical view of marketing and examines the ethical challenges of marketing along with the role which marketing can play in either aiding or stymying sustainability.*

Economics For Managers (15 credits)

- *This module is an introductory economics course designed for students with either no background in economics or those with A-level/Higher/High School diploma in economics. It provides an introduction to the fundamentals of economics and focuses on applying key insights to business and management applications. Due to the nature of modern economics the approach of the module is necessarily analytical, but the analysis is non-technical and relies on verbal reasoning and graphical methods. Wherever possible real world examples will be used to illustrate economic principles. The first part of this module focuses on microeconomics - the decisions and behaviour of individuals and firms, and of government within a single industry. The economic principles underlying the determination of price and output, firm costs, industrial structure and market failures are outlined. The second part of the module focuses on macroeconomics - the economy at aggregated national and international levels - and its impacts on business behaviour. We will cover the key macroeconomic variables, how they influence business activity and government macroeconomic policy.*

Contemporary Issues in Work and Society (15 credits)

- *Contemporary workplaces are increasingly complex: workers' roles are multifaceted and often difficult to define. As a result, supporting, developing and managing people at work is becoming more demanding. This module addresses this challenging context by considering work as consisting of the dynamics between people, work and society, and will encourage students to be critical by exploring theories and workplace practices through the lens of sociology and psychology. This new module will explore the nature of work and society and will draw on theories associated with the nature of work, organisation and management. There will be a historical and critical review of schools of thought and key writers, which will introduce students to the tradition of social science theory and practice. The module will encourage students to think about issues associated with class, gender, race and identity and how these are linked to the notion of 'work'. Students will be able to explore what 'work' means; why do people work; and what are the different types of work that occur. The module will focus on issues of industrialisation, deindustrialisation, notions of career and identity and places and spaces of work. A major part of this module is the discussion of innovative and new ways of looking at work through the lens of sociology and psychology. Students will be encouraged to explore sociological ways of seeing work and organisations and understanding the relationship between work, organisations and society more generally. As the module will focus on the wider context of work, and take into account the societal challenges associated with changing patterns of work, students will be prepared for the new realities of work. This includes working practices such as distributed, networked organizations; management consultancy, as well as more conventional organizational work practices.*

Introduction to Organisations and Management (15 credits)

- *Management in practice comes down to support people to work effectively in different organisational contexts. Regardless of your technical area, type of organisation or job position, to get your work done you will need to manage your relationships with colleagues, managers, subordinates and customers. This module aims to increase your ability to analyse the human side of management and diagnose problems affecting performance and organisational effectiveness. Specifically, we will equip you with knowledge and skills to understand how people and organisations function at individual, group and organisational levels based on the latest academic evidence on topics such as motivation, leadership, teams, organisational structure and culture. Finally, we aim to inspire you to value and continuously use the best available academic evidence on effective management of people and organisations throughout your career.*

Global Business Environment (30 credits)

- *This double credit module considers issues of internationalisation and cultural factors that affect business development in different contexts. This module introduces students to the dominant environmental factors that determine the constraints and the opportunities that confront international business. It explores the political, economic, social, legal, ecological and technological factors in the international business environment. Attention will be paid to the competitive environment and how this interacts with globalization, and technological and social change to create complex strategic options. An understanding of contemporary trends in the global economy will be considered on the module, as will the importance of country attractiveness, and its indicators. The assessment has two parts. The first part is a group presentation. The second part is a 3500-word assignment.*

Year two for full-time students (Level 5)

Project Management (15 credits)

- In this module, students acquire and develop the skills to undertake management activity through a defined project methodology. Project management is a key skill for any future professional to acquire, at some stage in your career you will be involved in delivering or working on a project. This module focuses on providing a sound basis for managing or working on projects. You may be a future Marketer with managing marketing campaigns in mind, a future HR Professional who may be called upon to manage a recruitment project or indeed, you may be called on to work on another type of business improvement or implementation. In essence, the concept of managing a project hinges on one quite basic principle, managing the triangle of: quality of the project outcomes, cost and time. In practice, this is a complex juggling act. This module first distinguishes a project from other types of operations processes and explores the key skills of a project manager. Then the major process groups, according to the PMBOK (Project Management Body of Knowledge) are applied, these are: initiation; planning; executing; monitoring and controlling and closing a project. The importance of stakeholder management and risk management will be emphasised. Students will use software to schedule and cost projects during the planning phases. The use of monitoring and controlling techniques, including cost control, time management and resource optimisation will be explored. After the main process groups have been covered, the final part of the module is on improving the success of projects. There is exploration of how to measure success and furthermore, the principles of agile project management are discussed. Assessment is by two pieces of coursework: a project schedule and discussion of stakeholders and risks, and a limited time case study problem.*

Responsible Business (15 credits)

- This module explores the basis and challenges facing companies that want to be good corporate citizens in their locality. This module aims to develop understandings about the shift towards more environmentally, socially and economically responsible business practice and in particular focus on the drivers behind this shift; including the concept of global responsibility and citizenship and growing business arguments for including a consideration of sustainability in all business and management practice. The module promotes a personal approach to the issues of ethics and morality, promoting a discussion on personal responsibility. It looks carefully at our increasing recognition that as individuals and businesses we have responsibilities as 'global citizens' thriving towards a sustainable future. The module relies on three main pillars: a. Experiential Learning. Aiming at linking with real case experiences, discussion and reflective practice about ethics, sustainability, social responsibility, consumption and behaviour. b. Creative Teaching and Learning: A number of art-based methodologies will be used in this module in order to enhance creative and problem solving amongst the participants. c. Critical thinking: The module pays special attention to the need of questioning practices, understanding the role of power/politics to develop a critical understanding of the different responses of business in relation to social responsibility and sustainable management.*

Managing HR and Improving Organisational Performance (30 credits)

- This double module considers the role of HR as a strategic partner in improving organisational performance. The module introduces students to the context, theory and practice of human resource management (HRM) with particular focus on how HRM can contribute to improving organisational performance. In order to explore the impact of HRM on performance and enable students to critically engage with this question, the module is designed as a step-by-step process focusing on the following three elements: 1) understanding HRM, 2) understanding organisational performance 3) research and theory on how they are linked. Firstly, the module focuses on HRM activities in contemporary organisations and the ways that these are evolving in relation to different types of organisational contexts and developments. It considers different ways of delivering HRM objectives and emerging developments in the management of the employment relationship. Issues surrounding gaps between the rhetoric of HR and the practical reality is addressed and an ethical approach to HRM is introduced. The aim is to encourage critical reflection on HRM activities in context, awareness of the complexities of managing people and critical appreciation of the ethical issues involved. Secondly, students are introduced to theoretical perspectives on how organisations can improve and sustain organisational performance. The concept of organisational performance is explored and different conceptual frameworks of high-performance working (HPW) and their theoretical underpinnings are critically assessed. The aim is to understand the mechanisms through which performance can be improved while also critically discussing both positive and negative implications for employee engagement and wellbeing. This includes considering issues of work intensification and links to stress management. Thirdly, the module explores research and theory linking HRM with organisational outcomes and improved performance. It critically discusses the current understanding of this link between HRM and performance and the problems involved in determining outcomes in terms of improved organisational performance in specific contexts. The assessment is in two parts. The first part is an essay on HRM and the second part is case study report on the impact of HRM on organisational performance in a specific context.*

Business Research Methods (15 credits)

- *This is a key module as it teaches students the fundamentals of research methods that will inform their major project at Level 6. The module will introduce students to business and organisational research methods. The module will cover a range of qualitative and quantitative research methods. The module provides a guide to understanding the tacit and explicit processes whereby students are socialised into the field of business and management research. It is a practical module informed by theory and real-life examples, which helps students explore the philosophical debates and underlying business and management research and considers how they relate to our understanding of knowledge and business practice. The module also adopts a more specific focus on the key research skills that are involved in primary, secondary, and mixed methods business and management research. Students will be introduced to the importance of research to the business world, they will learn how to review academic literature, how to construct research questions and objectives, how to construct a research design, how to write a research proposal, how to choose between analytical techniques and different research tools and how to analyse qualitative and quantitative data. It also provides opportunities for students to look further into research and support is provided in terms of managing research relationships, writing an ethics application for a research committee, gaining research access, and disseminating research and getting published. The module will prepare students to conduct research independently in preparation for their final year dissertation. This module uses a participative approach to learning and teaching, which is designed to provide a positive student learning experience. Students are encouraged to develop their ability to critically assess both the theory and practice of business and management research and to reflect on their own learning and development. This is achieved through lectures, seminars, independent study, preparation for class and coursework and the completion of formative and summative assignments.*

Strategic Management (15 credits)

- *This module covers the foundations and implementation of strategic management practices for a wide range of business activities. It is a pre-requisite for the Level 6 module Advanced Strategic Management. Strategic Management is a fascinating discipline that studies the long-term purpose and direction of organisations, by looking at how to achieve a sustainable competitive advantage. In this foundational module, students are expected to accomplish a range of learning outcomes related to both strategic analysis and formulation. The first part of the module focuses on core frameworks and analytical techniques that will enable students to assess the resources and capabilities of organisations in relation to the conditions of the industry and the macro environment, and stakeholder pressures. The module concludes with the evaluation of business-level and corporate-level strategies, providing a springboard to the Advanced Strategic Management module in the final year, focused on strategic implementation. The module offers a rich learning experience that combines classic and cutting-edge theory with practice, drawing on the latest strategic management research, practitioner journals, and business news. Throughout the semester, students are constantly challenged to reflect about the global nature of competition, and how strategic management can contribute to the creation of shared value and business sustainability. Teaching methods rely on case studies and formative experiential exercises that directly contribute to the module assessment and the development of a range of employability skills. Through group discussions in lectures and tutorials, students are encouraged to improve their interpersonal skills, oral communication, and team working.*

International Trade (15 credits)

- *In the new Brexit environment, the UK will be facing unique challenges and opportunities to conduct trade within a dynamic and complex environment. This module highlights those challenges and opportunities. This module provides an introduction to the economics of international trade. It seeks to equip students with the theoretical knowledge to explain the patterns of global trade and to explore policy issues relating to international trade. The module will introduce classical theories of trade - including the Ricardian theory of comparative advantage and the Heckscher-Ohlin model - as well as more modern approaches based on increasing returns and imperfect competition. Students will develop the ability to analyse the economic effects of trade policies such as tariffs, subsidies, import quotas and strategic trade policy. Both the efficiency effects of trade policy and the political economy of who wins and who loses are examined. Students will also develop an understanding of why countries join international trade agreements, of the costs and benefits of bilateral and multilateral trade agreements such as NAFTA and the European single market, and of the role of the World Trade Organisation in the management of international trade and the settling of trade disputes.*

Enterprise and Entrepreneurial Management (15 credits)

- *The module will introduce and develop the skills and knowledge surrounding entrepreneurship and business start up. A systematic exploration of the current academic literature and its application to practical enterprise and entrepreneurial management within a real business planning context will be undertaken. The core to this module will involve developing an understanding of the key stages associated with a business start up. In addition the module will explore the practical skills required to establish an entrepreneurial venture and the processes associated with: the management of the elements connected with business planning; for example, creativity, management and leadership, building key business relationships, financial planning, sustainability and understanding the importance of setting and achieving realistic goals.*

Final year for full-time students (Level 6)

Undergraduate Major Project (30 credits)

- *This double credit module is an opportunity for students to display the full range of their knowledge and skills gained during this course. This final project module allows them to engage in a substantial piece of individual desk-based/secondary research focussed on a topic relevant to the business degree award and subject area under the supervision and guidance of members of academic staff. This module requires students to develop your chosen topic into a specific project with this supervisor over the course of your final undergraduate academic year. Supervisors will discuss with students contemporary research problems and issues based on their research and practice, and then students will be required to conduct literature reviews, evaluate and critically appraise a range of information, investigate and adopt suitable desk-based methodologies and theoretical frameworks to work within, process data, and determine solutions to those problems.*

Career Management and Employability (15 credits)

- *As students consider their options after the course, this module enables students to compile a personal development plan that identifies their skills and opportunities available to them. This module aims to help students develop the employability skills and capabilities that are needed to compete successfully in the graduate labour market. In direct response to employer feedback, it seeks to provide knowledge, support and insight into the contemporary world of work and the business market. The module also aims to develop your skills and is therefore practical and engages students in case study exercise, real-life scenarios, audit and skills testing techniques and invites external guest speakers and employers to provide insight and input. The lectures and seminars will provide key inputs to help introduce you to fundamental employability concepts, insights and techniques, drawn from the business and management, but also other disciplines such as sociology, social psychology and the humanities. This module will be supported by a number of formative assessments (case studies, reports, presentations) to support you with the final assessment. The assessment is student-driven and authentic in that it allows you to develop assessment literacy, as well as develop the skills necessary to succeed in the job market.*

Business and Employment Law (15 credits)

- *This module highlights the key regulation and compliance issues facing companies in relation to their responsibilities to employees. This Module will provide students with an appreciation of the various ways in which the Law impacts upon the domestic and international business environment. The Module is an introduction to a broad range of legal issues. This foundation will enable students to have an understanding of how such issues permeate the world of commerce and everyday life. The Module will focus on the nature and sources of Business Law in England, on the Law of Contract with regard to both goods and services and on the Law of Tort, in particular, negligence and vicarious liability. The rights and obligations of legal entities to each other will be examined. There will be an exploration of the various corporate structures through which business is conducted. Consideration will be given to the manner in which legislation and case law impacts upon the employment relationship; this will include the role of the Contract of Employment and other current Employment Law issues, including unfair dismissal, employee status and Discrimination Law.*

Advanced Strategic Management (15 credits)

- *Building from the level 5 Strategic Management module, this module further advances the concepts and application of strategic management in a range of different business environments. This module is organised around five thematic areas. Firstly, it focuses on the evaluation of strategic options in terms of three criteria: suitability, acceptability and feasibility. Techniques of evaluation are provided, explained and illustrated. Secondly, 'intended strategy development' versus 'emergent strategy development' is examined as two broadly different approaches of strategy development. The third thematic area covers the role of organisational structures and systems in strategy development. The fourth theme is the leadership of strategic change. The development of a new strategy often involves significant organisational change and managing change emerges as a key determinant for strategic success. Lastly, the module discusses the practice of strategy: a. who is involved in strategy development, b. the types of activities in which strategists are involved, and c. the types of methodologies that strategists use. The module is designed to be practical and problem-oriented. There is an explicit focus on enhancing students' employability and professional skills. In particular, the emphasis is on application of concepts and frameworks which assist the student analyse and gain insight to strategic challenges faced by an organisation.*

Sustainable Transformation and Environmental Practice (15 credits)

- *This unique module seeks to develop student knowledge and skills in business sustainability. Climate change and sustainability offer both challenges and opportunities for economies and business across the world. This module is a "step" into addressing the requirements of private and public sector organisations looking for graduates with knowledge, skills and attributes related to environmental and sustainability issues. It develops a hands-on approach to sustainability by focusing on the development of an environmental management system (EMS) for the students' households. It is expected that this module can contribute to the students' wellbeing, while reducing their carbon footprint and creating sustainable transformations and pro-environmental behaviour. This module aims at developing creativity, responsibility and future-thinking amongst the participants: its ultimate goal is to enhance the students' participation in a highly competitive job market and the opportunities for green and responsible entrepreneurship. The main pillars of this module are: a. Action Learning & Reflective Practice: This module encourages students to start working on their assessment from day 1, offering a wide variety of tools to record their progress in the implementation and monitoring of their environmental management system. b. Creativity and Use of Technology: This module relies on the students' creative skills in the use of social media and use of digital learning platforms such as the VLE. c. Employability: At the end of this module students will be able to identify and provide evidence of a wide range of skills and attributes for future jobs and enterprises.*

Retail and Shopper Marketing (15 credits)

- *This module explores the complex nature of the retail environment in the UK. The module applies core marketing principles in a retail context and develops specialist knowledge of the retail industry from a marketing perspective. There are clear links to other business curriculum areas: marketing management, consumer behaviour, human resources, operations management and economics. Retail marketing is explored through a combination of lectures and a seminar programme where key issues are addressed through discussion of case study material drawn from the popular and professional press, retailer "in-house" publications and traditional and contemporary academic literature. Areas explored include: retail marketing mixes and strategies, the "retail product", experiential elements of customer satisfaction, internet retailing and other emerging trends, behavioural research in retailing and supply chain management and retail performance. The module explores the emerging use of "shopper marketing" which applies a range of research techniques to understand the behaviour of shoppers at point-of-purchase. Sustainable and ethical issues of retailing are considered including the growth of consumerism, use of consumer data, environmental impact and consumer attitudes to debt. Assessment will focus on sustainable competitive advantage in retailing.*

Leadership in Contemporary Organisations (15 credits)

- *This module details the principles, practice and key concepts around the role of leadership in modern companies. The module explores the role of leadership in challenges contemporary organisations are facing such as constant organisational and economic change, increasingly flat hierarchies in organisations that emphasise the importance of team work and effective team management, and the global and multicultural reality of doing business. By considering some of the issues related with leadership this module will enable students to critically engage with the challenges of effective leadership. The crucial role of leadership to facilitate effective management of uncertainty, ambiguity, complexity and to create a vision and strategy for future success and sustainable performance of organisations is explored through engagement with theoretical leadership and organisational behaviour literature in addition to real-life case studies. The module will enable students to make links between the theoretical and practical aspects of leadership by solving case studies and also reflecting on own leadership challenges.*