



## College of Business, Digital Transformation and Entrepreneurship

Academic Year 2023/24 - Semester 2

*Please note: although we will try our best to avoid it, there may be timetable clashes when choosing modules across different levels and different courses (so you might have to choose alternative modules).*

Click on the module name to see the module specification.

Module Code	Name	Level Code	BCU Module Credits	ECTS
BUS4087	Introduction to Entrepreneurship	4	20	10
BUS4088	Operations Management	4	20	10
BUS5050	Creative Problem Solving	5	20	10
BUS5077	Supply Chain Management	5	20	10
BUS5078	Entrepreneurship in Action	5	20	10
BUS5079	Entrepreneurship in the Digital Age	5	20	10
BUS6062	International Business	6	20	10
BUS6078	Strategic Supply Chain Management	6	20	10
BUS6080	Growing the Enterprise	6	20	10
BUS6082	Business Research Project	6	20	10
HRM5010	Adding Value Through HR	5	20	10
HRM6011	Workplace Learning and Development	6	20	10
MAN5083	Introduction to Consultancy	5	20	10
MAN5084	The Global Manager	5	20	10
MAN5090	Cross-Cultural Management	5	20	10
MAN5092	Live Event Experiences	5	20	10
MAN6037	Contemporary Global Management Issues	6	20	10
MAN6049	CSR and Safety in the Events Industry	6	20	10
MAN6055	Global Sports Law, Policy and CSR	6	20	10
MAN6073	Strategic Management	6	20	10
MAN6074	Growing the Enterprise	6	20	10
MKT5022	Marketing Communications Planning	5	20	10
MKT5044	Routes to Market	5	20	10
MKT5048	Experience Design	5	20	10
MKT5050	MarTech and Automation	5	20	10
MKT6034	Cross Cultural Consumer Behaviour	6	20	10
MKT6045	One Planet Business	6	20	10
MKT6050	PR Planning and Reputation Management	6	20	10
MKT6053	Digital Enterprise	6	20	10
MKT6054	Selling and Sales Management	6	20	10

## Module Specification

### Module Summary Information

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1	<b>Module Title</b>	Introduction to Entrepreneurship
2	<b>Module Credits</b>	20
3	<b>Module Level</b>	4
4	<b>Module Code</b>	BUS4087

5	<b>Module Overview</b>
<p>This module will introduce you to the concept of entrepreneurship. You will study the basic concepts and theories in entrepreneurship, considering how entrepreneurs develop and grow individually. In order to achieve this there will be a range of case studies of successful/unsuccessful entrepreneurs, understanding of entrepreneurship across borders and exploration as to what extent success of entrepreneurs could be based on traits, styles and behaviours of the entrepreneurs.</p> <p>As part of the learning experience, you will engage with entrepreneurship case studies. You will use theory to reflect on your own entrepreneurial competencies. You will also have an understanding of the evolution of entrepreneurship in context of global environmental changes.</p> <p>Throughout this module you will develop essential employability skills such as analytical skills, entrepreneurial skills, and team work which you can apply either within an organisation or use to start your own business as an alternative career option. Additionally, the module will invite entrepreneurs as guest speakers to enhance further application.</p>	

6	<b>Indicative Content</b>
<ul style="list-style-type: none"> <li>• Overview of concepts and theories of entrepreneurship</li> <li>• Entrepreneurial Traits</li> <li>• Evolution of types of entrepreneurs over time</li> <li>• The Global Entrepreneur</li> <li>• Small Business Management</li> </ul>	

7	<b>Module Learning Outcomes</b>
<b>On successful completion of the module, students will be able to:</b>	
1	Define and evaluate the concept of entrepreneurship underpinned by current academic theory, concepts and models.
2	Explore the evolution of entrepreneurship on context of environmental changes by identifying different categories and the trends contributing to their creation.
3	Understand the differences between entrepreneurs and small business management
4	Explore and review what makes a good entrepreneur by understanding the traits and behaviours evidenced with case studies.

8	Module Assessment		
Learning Outcome			
	Coursework	Exam	In-Person
1 - 4	X		

<b>9 Breakdown Learning and Teaching Activities</b>	
<b>Learning Activities</b>	<b>Hours</b>
<b>Scheduled Learning (SL)</b> includes lectures, practical classes and workshops as specified in timetable	36
<b>Directed Learning (DL)</b> includes placements, work-based learning, peer group learning external visits, on-line activity, Graduate+, peer learning, as directed on VLE	60 (which includes 12 hours of online learning)
<b>Private Study (PS)</b> includes preparation for exams	104
<b>Total Study Hours:</b>	<b>200</b>

## Module Specification

### Module Summary Information

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1	<b>Module Title</b>	<i>Operations Management</i>
2	<b>Module Credits</b>	20
3	<b>Module Level</b>	4
4	<b>Module Code</b>	BUS4088

5	<b>Module Overview</b>
<p>The aim of this module is to allow you to understand supply chain, logistics, operations management, and their implementation in real businesses. You will gain an understanding of each operational function including procurement, manufacturing, inventory, distribution and delivery, and customer service following the supply chain and how each works together to run the business as a whole function.</p> <p>This module will introduce how operations management is involved in all disciplines, sectors and areas of business and its management – not just the traditional production stage. Additionally, it will also introduce operations management from both company level and the whole supply network level. You will gain insight and understanding into the internal company operations and its supply network, the relationship of each company within the same network, as well as the multiple roles a company could play within different networks. Therefore, through this module, you will be able to map out the global supply chain network, design global logistics, and shape the supply footprint map. You will be equipped with the knowledge of supply chain and operations management in terms of its design, planning, control and improvement. Alongside this, you will learn to apply the concepts and techniques to practical issues and live case studies. Additionally, the module will invite guest speakers from relevant industries to bring to life business operations in the real world.</p> <p>During the module, you will build up your personal skills such as data collection and analysis, problem-solving, decision-making, communication and time management. These important employability skills will build your capabilities towards a range of industrial roles such as Resource Planner, Strategic Planner, Relationship Manager, Operations Manager and Consultancy enabling you to focus on a particular interest that is derived from your course or future career aspirations.</p>	

6	<b>Indicative Content</b>
<ul style="list-style-type: none"> <li>• Operations management and supply chain management</li> <li>• Procurement and Supplier Development</li> <li>• Supplier – Customer Relationship Management</li> <li>• Outsourcing</li> <li>• Distribution management</li> <li>• Capacity and Inventory Management</li> <li>• Customer Value</li> <li>• Operations Strategy</li> <li>• Sustainability, CSR &amp; Reverse logistics</li> <li>• ERP in context – planning and control systems</li> <li>• Key Performance Indicators</li> </ul>	

<b>7</b>	<b>Module Learning Outcomes</b> <b>On successful completion of the module, students will be able to:</b>	
	<b>1</b>	Understand supply chain, logistics, and operations management within businesses.
	<b>2</b>	Describe the relevance and interconnectivity of operations functions across business in a real industrial context and able to map out of the supply network for businesses.
	<b>3</b>	Recognise the key performance indicators for business operations measurement and improvement.
	<b>4</b>	Discuss issues in specific industrial contexts and formulate and communicate the solution and recommendation for business operations optimisation.

<b>8</b>	<b>Module Assessment</b>		
<b>Learning Outcome</b>			
	<b>Coursework</b>	<b>Exam</b>	<b>In-Person</b>
<b>1-4</b>	X		

<b>9</b>	<b>Breakdown Learning and Teaching Activities</b>	
<b>Learning Activities</b>		<b>Hours</b>
<b>Scheduled Learning (SL)</b> includes lectures, practical classes and workshops as specified in timetable		36
<b>Directed Learning (DL)</b> includes placements, work-based learning, peer group learning external visits, on-line activity, Graduate+, peer learning, as directed on VLE		60 (which includes 12 hours of online learning)
<b>Private Study (PS)</b> includes preparation for exams		104
<b>Total Study Hours:</b>		200

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### Module Summary Information

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<b>1</b>	<b>Module Title</b>	Creative Problem Solving
<b>2</b>	<b>Module Credits</b>	20
<b>3</b>	<b>Module Level</b>	5
<b>4</b>	<b>Module Code</b>	BUS5050

<b>5</b>	<b>Module Overview</b>
<p>This module is designed to allow you to develop your problem solving skills in creative ways. The module will explore understandings of creativity and how creative thinking can make a difference. Problem solving is an important skill for more effective study and employability. This module will examine what a problem is (a gap between where you are and where you want to be), the importance of imaginative fact finding, definition and redefinition, idea generation, option generation and making choice.</p> <p>The workshops, online support materials and guided reading will introduce a range of creative approaches to organisational problem solving. You will be expected to work on an agreed problem, typically employability and make progress with the problem on a weekly basis. Feedback on the problem statement, application of techniques and the generation of options (giving choice) will be part of this. You will also need to reflect on self as a creative problem solver.</p>	

<b>6</b>	<b>Indicative Content</b>
<p>The module content will include:</p> <ul style="list-style-type: none"> <li>• Understanding creative problem solving</li> <li>• Problem definition and redefinition</li> <li>• Idea generation</li> <li>• Alternative models of CPS</li> <li>• Making sense of ideas</li> <li>• Blocks to creativity problem solving</li> <li>• Evaluation and choice</li> <li>• Making creativity happen (action planning)</li> </ul>	

<b>7</b>	<b>Module Learning Outcomes</b>
<b>On successful completion of the module, students will be able to:</b>	
	<b>1</b> Identify, describe and evaluate a creative approach to problem solving, evidencing the management of the creative problem solving process.
	<b>2</b> Choose and justify the use of appropriate tools and techniques for creative problem solving, presenting the outcomes that should show imagination and diversity.
	<b>3</b> Reflect upon the impact of 'self' on the problem solving process and how individual creativity can be achieved.

8	Module Assessment		
Learning Outcome			
	Coursework	Exam	In-Person
1, 2, 3	X		

<b>9</b>	<b>Breakdown Learning and Teaching Activities</b>
<b>Learning Activities</b>	<b>Hours</b>
<b>Scheduled Learning (SL)</b> includes lectures, practical classes and workshops as specified in timetable	36
<b>Directed Learning (DL)</b> includes placements, work-based learning, peer group learning external visits, on-line activity, Graduate+, peer learning, as directed on VLE	60 ( <i>which includes 12 hours of online learning</i> )
<b>Private Study (PS)</b> includes preparation for exams	104
<b>Total Study Hours:</b>	200

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### Module Summary Information

<b>1</b>	<b>Module Title</b>	Supply Chain Management
<b>2</b>	<b>Module Credits</b>	20
<b>3</b>	<b>Module Level</b>	5
<b>4</b>	<b>Module Code</b>	BUS5077

<b>5</b>	<b>Module Overview</b>
<p>This module will give an integrative perspective of the business organisation and underpinning knowledge of Supply Chain, Logistics and Operations Management. It provides students with an introduction to the management principles, processes and the environment within which the Supply Chain manager operates. Core to the module will be an examination of management decision-making and the range of tools and techniques used to support the Supply Chain process.</p>	

<b>6</b>	<b>Indicative Content</b>
<ul style="list-style-type: none"> <li>• Definitions of Supply Chain Management</li> <li>• The importance of Supply Chain Management</li> <li>• Drivers of engagement</li> <li>• Competitive Advantage</li> <li>• Logistics and Supply Chain Management</li> <li>• Logistics Fleet Management</li> <li>• Creating the Responsive Supply Chain</li> <li>• Complexity and the Supply Chain</li> </ul>	

<b>7</b>	<b>Module Learning Outcomes</b>
<b>On successful completion of the module, students will be able to:</b>	
	<b>1</b> Understand modern supply chain management principles and practice, including the evolution of modern supply chain management theory.
	<b>2</b> Discuss and explain the process of supply chain management decision making.
	<b>3</b> Understand and apply appropriate management frameworks which can be used for the planning and control of materials and services, from the viewpoints of quality, quantity and cost analysis.
	<b>4</b> Evaluate the range of tools and techniques available to aid efficient and effective Supply chain managerial operations.



8	Module Assessment		
Learning Outcome			
	Coursework	Exam	In-Person
1-2	X		
1,2,3, & 4	X		

9	Breakdown Learning and Teaching Activities	
Learning Activities	Hours	
<b>Scheduled Learning (SL)</b> includes lectures, practical classes and workshops, peer group learning, Graduate+, as specified in timetable	36	
<b>Directed Learning (DL)</b> includes placements, work-based learning, external visits, on-line activity, Graduate+, peer learning, as directed on VLE	60	
<b>Private Study (PS)</b> includes preparation for exams	104	
<b>Total Study Hours:</b>	200	

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### Module Summary Information

<b>1</b>	<b>Module Title</b>	Entrepreneurship in Action
<b>2</b>	<b>Module Credits</b>	20
<b>3</b>	<b>Module Level</b>	5
<b>4</b>	<b>Module Code</b>	BUS5078

<b>5</b>	<b>Module Overview</b>
<p>In this module you will explore the role of entrepreneurship and small business management with the view of sustainability. You will investigate and explore how organisations firstly form, then how they begin to evolve and be introduced to the planning required to establish the feasibility of a new venture, firstly with the idea and then how it will operate. You will use the opportunity recognition process to identify potential ideas either as a business start-up, a new venture in an existing business or a social enterprise, and taken forward as a solution to a contemporary issue.</p> <p>As part of the learning experience, you will investigate real life enterprises, to explore: how they started? What were the challenges? With this knowledge, you will then analyse a market gap and determine the feasibility of the new venture. You will also study international case studies to support the ideas presented in the module. Additionally, the module will invite entrepreneurs as guest speakers to enhance further application.</p> <p>Please note that on this module you will be required to work in your groups/teams outside of scheduled teaching times. You will be provided with guidance and specific tasks to help you identify and refine your ideas and develop them into recommendations via the weekly workshops.</p>	

<b>6</b>	<b>Indicative Content</b>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Gaps and opportunities - how to spot and exploit them</li> <li><input type="checkbox"/> New Venture Creation</li> <li><input type="checkbox"/> Ideation and value proposition</li> <li><input type="checkbox"/> Critique pad for your idea – assessing its feasibility</li> <li><input type="checkbox"/> Profiling your customers</li> <li><input type="checkbox"/> Sources of finance for your venture and the future for your idea</li> </ul>	

<b>7</b>	<b>Module Learning Outcomes</b> <b>On successful completion of the module, you will be able to:</b>
	<b>1</b> Appraise and critique the different types of business start-ups using current academic theory and models.
	<b>2</b> Identify and evaluate gaps in the market for a new business venture.
	<b>3</b> Formulate and create an idea for a new business venture.
	<b>4</b> Examine and evaluate the feasibility of a new business venture idea.

8	Module Assessment		
Learning Outcome			
	Coursework	Exam	In-Person
1,2 & 4	X		
3 & 4			X

9	Breakdown Learning and Teaching Activities	
Learning Activities		Hours
<b>Scheduled Learning (SL)</b> includes lectures, practical classes and workshops as specified in timetable		36
<b>Directed Learning (DL)</b> includes placements, work-based learning, peer group learning external visits, on-line activity, Graduate+, peer learning, as directed on VLE		60 (which includes 12 hours of online learning)
<b>Private Study (PS)</b> includes preparation for exams		104
<b>Total Study Hours:</b>		200

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### Module Summary Information

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<b>1</b>	<b>Module Title</b>	Entrepreneurship in the Digital Age
<b>2</b>	<b>Module Credits</b>	20
<b>3</b>	<b>Module Level</b>	5
<b>4</b>	<b>Module Code</b>	BUS5079

<b>5</b>	<b>Module Overview</b>
<p>The module offers you with an opportunity to explore and understand how entrepreneurship and innovation contribute to economic and social development. You will become aware with the theory and practice of entrepreneurship in different international contexts through illustrative case studies. Further, you will develop an understanding of the different issues underlying enterprise creation, motivations and strategies of entrepreneurs in diverse settings including corporate, social, women's and ethnic minority entrepreneurship.</p> <p>Within the course, this module provides you with entrepreneurial skills, a desirable graduate attribute sought by employers or for self-employment as a viable career option. It provides you with the direct experience in how to conceive, present and communicate an attractive and credible business plan.</p>	

<b>6</b>	<b>Indicative Content</b>
<p>The module will include:</p> <ul style="list-style-type: none"> <li>• Overview of the concepts and theories of entrepreneurship</li> <li>• Creativity and Innovation</li> <li>• Entrepreneurial processes</li> <li>• Entrepreneurial Growth Strategies</li> </ul> <p>New Venture Creation Different contexts of entrepreneurship</p>	

<b>7</b>	<b>Module Learning Outcomes</b>
<b>On successful completion of the module, students will be able to:</b>	
<b>1</b>	Identify and apply theories, concepts and practice of entrepreneurship.
<b>2</b>	Explore current trends and issues in Entrepreneurship and Small Business literature by identifying and evaluating appropriate sources of firm level data and evidence selection of methods and analysis appropriate for such data.
<b>3</b>	Identify, analyse, and present an idea for a new venture creation or entrepreneurial opportunity, and use appropriately to develop new products/service design.
<b>4</b>	Develop a credible and informed business plan for a new venture or new product/service/process (innovation within an existing enterprise).

8	Module Assessment		
Learning Outcome			
	Coursework	Exam	In-Person
1, 2, 4	X		
3			X

9	Breakdown Learning and Teaching Activities	
Learning Activities		Hours
<b>Scheduled Learning (SL)</b> includes lectures, practical classes and workshops, peer group learning, Graduate+, as specified in timetable		36
<b>Directed Learning (DL)</b> includes placements, work-based learning, external visits, on-line activity, Graduate+, peer learning, as directed on VLE		60 (which includes 12 hours of online learning)
<b>Private Study (PS)</b> includes preparation for exams		104
<b>Total Study Hours:</b>		200

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### Module Summary Information

<b>1</b>	<b>Module Title</b>	International Business
<b>2</b>	<b>Module Credits</b>	20
<b>3</b>	<b>Module Level</b>	6
<b>4</b>	<b>Module Code</b>	BUS6062

<b>5</b>	<b>Module Overview</b>
<p>The module provides you with an introduction to the main issues of international business. This module deals with the cultural, administrative, geographical and economic differences around the world and how these differences shape businesses today. Three fundamental issues that this module addresses are: (i) the differences among domestic, international and global firms; (ii) the attributes of multinational corporations (MNCs) and finally; (iii) the determinants of success in international business.</p> <p>The module discusses industry based view, resource based view and institution based view to understand the operational and strategic complexities of international markets. You will undertake internationalisation projects as part of your assessment to apply the theories. This module is delivered through lectures and extensive computing lab based workshops. The rationale of this module is to bring managerial realism into the classroom.</p> <p>The Professional Practice route will be delivered differently via block taught sessions with the assessment work-based.</p>	

<b>6</b>	<b>Indicative Content</b>
<p>The module content will include:</p> <ul style="list-style-type: none"> <li>• Nature and Dimension of International Business</li> <li>• Theories of Trade</li> <li>• The MNCs</li> <li>• Industry/Competition Based View</li> <li>• Resource Based View</li> <li>• Institution Based View</li> </ul>	

<b>7</b>	<b>Module Learning Outcomes</b>	
	<b>On successful completion of the module, students will be able to:</b>	
	<b>1</b>	Outline, evaluate and critique the dominant theories of international business.
	<b>2</b>	Evaluate the attributes and impacts of multinational firms.
	<b>3</b>	Assess the impacts of global competition and institutional differences on businesses.
	<b>4</b>	Construct business models for international expansion.

<b>8</b>	<b>Module Assessment</b>		
<b>Learning Outcome</b>			
	<b>Coursework</b>	<b>Exam</b>	<b>In-Person</b>
<b>1 &amp; 4</b>	<b>X</b>		
<b>2 &amp; 3</b>	<b>X</b>		
<b>1,2,3 and 4</b>	<b>X Professional Practice route only)</b>		

<b>9</b>	<b>Breakdown Learning and Teaching Activities</b>	
<b>Learning Activities</b>	<b>Hours</b>	
<b>Scheduled Learning (SL)</b> includes lectures, practical classes and workshops, peer group learning, Graduate+, as specified in timetable	36 (28)	
<b>Directed Learning (DL)</b> includes placements, work-based learning, external visits, on-line activity, Graduate+, peer learning, as directed on VLE	60 (100)	
<b>Private Study (PS)</b> includes preparation for exams	104 (72)	
<b>Total Study Hours:</b>	200 (200)	

**\*\*Professional Practice hours shown in ( ) brackets.**

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### Module Summary Information

<b>1</b>	<b>Module Title</b>	Strategic Supply Chain Management
<b>2</b>	<b>Module Credits</b>	20
<b>3</b>	<b>Module Level</b>	4
<b>4</b>	<b>Module Code</b>	MAN6078

<b>5</b>	<b>Module Overview</b>
<p>This module focuses on the strategic management issues and decision-making approaches in the context of International Supply Chain and Operations Strategy. You will study different types and levels of strategies and understand the relationship among them. You will also study strategic supply chain decision-making, focusing on areas such as corporate strategy, globalisation, procurement and outsourcing, production and inventory management, international management, and strategic alliances. You will be able to use a range of models, tools and/or techniques to analyse business and operations status and further support strategy development as well as daily operations optimization. The module content also emphasises the ethics and sustainability of supply chain and operations, which is a key theme among modern businesses. Additionally, some new trends and concepts e.g. digital production, e-supply chain, block chain, supply chain resilience will be discussed to open your horizon and prepare you for future challenges.</p> <p>With the knowledge and training from this module, you will have a good understanding of strategies, strategic management and decision making, and build up a holistic view of supply chain. Meanwhile, you will build upon your personal skills of conducting academic research, critical thinking and discussion, written communication, strategic decision-making, and self-reflection. These will enhance your capabilities towards a range of managerial roles within companies or developing your own businesses. In addition this module will invite guest speakers to share their experiences.</p>	

<b>6</b>	<b>Indicative Content</b>
<ul style="list-style-type: none"> <li>• Supply Chain, Operations and Strategy Management</li> <li>• Competitive Advantage</li> <li>• Business Strategy, Supply Chain Strategy, Operations Strategy, Manufacturing Strategy, and relationship among them.</li> <li>• SCORE Model</li> <li>• Strategies Models: e.g Porter's Generic Strategy, Terry Hill Framework</li> <li>• Business Status Analysis Models and Tools</li> <li>• Operations Decision Making</li> <li>• Decision making approach</li> <li>• Outsourcing vs vertical integration</li> <li>• Lean, Agile and Leangle SC Strategy</li> <li>• Supply Chain Integration</li> <li>• Production Capabilities and Layout</li> <li>• Total Quality Management</li> <li>• Inventory Management</li> <li>• Innovation and digital Manufacturing</li> <li>• Supply chain ethics</li> <li>• Sustainable Supply Chain</li> <li>• Performance</li> <li>• E-Commerce Supply Chain Management</li> <li>• Managing Risk, The Supply Chain of the Future</li> </ul>	



7	<b>Module Learning Outcomes</b> <b>On successful completion of the module, students will be able to:</b>	
	1	Analyse the importance of strategic management and apply knowledge and critical evaluation of organisational strategic direction to the development of supply chain and operations resources and capabilities.
	2	Critically evaluate the implications of relevant supply chain ethical issues and recommend guidelines or suggestion toward developing a more sustainable supply chain.
	3	Contrast and critically discuss different ways of assessing organisational and supply chain performance.
	4	Acquire personal skills of critical thinking and discussion, communication, decision-making, and self-reflection.

8	<b>Module Assessment</b>		
Learning Outcome			
	<b>Coursework</b>	<b>Exam</b>	<b>In-Person</b>
1-4	X		

9	<b>Breakdown Learning and Teaching Activities</b>	
Learning Activities	<b>Hours</b>	
<b>Scheduled Learning (SL)</b> includes lectures, practical classes and workshops as specified in timetable	36	
<b>Directed Learning (DL)</b> includes placements, work-based learning, peer group learning external visits, on-line activity, Graduate+, peer learning, as directed on VLE	60 (which includes 12 hours of online learning)	
<b>Private Study (PS)</b> includes preparation for exams	104	
<b>Total Study Hours:</b>	200	

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### Module Summary Information

<b>1</b>	<b>Module Title</b>	Business Research Project
<b>2</b>	<b>Module Credits</b>	20
<b>3</b>	<b>Module Level</b>	6
<b>4</b>	<b>Module Code</b>	BUS6082
<b>5</b>	<b>Semester Taught</b>	2

<b>6</b>	<b>Module Overview</b>
<p>The aim of this module is to provide a framework for you to undertake a significant piece of disciplinary-relevant accounting, finance, business or management research. It is founded upon Birmingham City Business School's teaching and learning philosophy which integrates theory and practice, in this case research practice. A Business Research Project presents an extended piece of academic , research which produces an output which can be delivered in a variety of formats: (i) an academic journal article, which is relevant to your degree programme; (ii) a business or third-sector consultancy "report"; (iii) a business start-up plan,</p> <p>The Business Research Project allows you to refine and consolidate your research and analytical skills, building on the knowledge you developed in the Business Research Methodology and Practice module. The format of the Business Research Project – which is offered across the Business School – is dependent on the subject you are studying, or degree pathway you are on. For example, it may be a study into consumer attitudes regarding a particular group of projects, an analysis of management practices across a range of firms, or a quantitative analysis of a particular financial market. It is a requirement that the project adheres to the framework of ethical approval applied within the Business School in the year of study, and it requires a high degree of professionalism in time management and preparing the final output.</p> <p>Although there is some recommended reading for devising the research project, the essential reading will reflect the topic and organisation under investigation.</p>	

<b>7</b>	<b>Indicative Content</b>
<ol style="list-style-type: none"> <li>1. Defining a research topic: aims, objectives and rationale</li> <li>2. Surveying the relevant literature</li> <li>3. Applying the research methodology: quantitative and qualitative</li> <li>4. Research ethics and approval</li> <li>5. The data instrument and data gathering (including data extraction where relevant)</li> <li>6. Formatting the data for analysis</li> <li>7. Analysing the data (e.g. thematic analysis, descriptive statistics and correlation where relevant)</li> <li>8. Synthesising and presenting the research findings</li> <li>9. Preparing research findings, recommendations and abstract</li> <li>10. Finalising the research report</li> </ol>	

<b>8</b>	<b>Module Learning Outcomes</b>	
	<b>On successful completion of the module, you will be able to:</b>	
	<b>1</b>	Apply and synthesise the relevant theories and empirical techniques, using appropriate sources and data, applying them to a particular research topic.
	<b>2</b>	Report upon the results or the project in an appropriate format, including drawing appropriate conclusions and recommendations, and assessing their impacts.
	<b>3</b>	Conduct research in an ethical way, applying the school's research ethics framework

<b>9</b>	<b>Module Assessment</b>		
	Choose from one of the three general categories of assessment for each learning outcome: Coursework, Exam or In-Person and then specify the assessment type and weighting in the relevant column/row.		
<b>Learning Outcome Number (from table 8)</b>	<b>Coursework</b>	<b>Exam</b>	<b>In-Person</b>
<b>1 -3</b>	Individual Report 4000 words 100%		

<b>10 Breakdown Learning and Teaching Activities</b>		
<b>Learning Activities</b>	<b>Hours</b>	<b>Details of Duration, Frequency and other comments</b>
<b>Scheduled Learning (SL)</b> includes lectures, practical classes and workshops as specified in timetable	24	1 x 2 hour computer workshop x 12 weeks
<b>Directed Learning (DL)</b> includes placements, work-based learning, peer group learning external visits, on-line activity, Graduate+, peer learning, as directed on VLE	76	Includes 12 hours of online content provided through the VLE
<b>Private Study (PS)</b> includes preparation for exams	100	
<b>Total Study Hours:</b>	200	

<b>11 Key Texts and Online Learning Resources</b>	
<p>Bazeley, P., and Jackson, K. 2019. Qualitative Data Analysis with NVivo 3<sup>rd</sup> edn. London: Sage.</p> <p>Groebner, D., Fry, P., and Shannon, P. 2018. Business Statistics 10<sup>th</sup> edn. Upper Saddle River (New Jersey): Pearson.</p> <p>McMillan, K., and Weyers, J. 2012. How to Write dissertations and Project Reports. Harlow: Pearson.</p> <p>Saunders, M., Lewis, P., and Thornhill, A. 2019. Research Methods for Business Students, 8<sup>th</sup> edn. Harlow: Pearson Education.</p>	

## Module Specification

### Module Summary Information

[Return to Module List](#)

<b>1</b>	<b>Module Title</b>	Adding Value through HR
<b>2</b>	<b>Module Credits</b>	20
<b>3</b>	<b>Module Level</b>	5
<b>4</b>	<b>Module Code</b>	HRM5010

<b>5</b>	<b>Module Overview</b>
<p>This module looks at the important contribution that an efficient and effective human resource management capability can add to an organisation. The purpose of this module is to introduce you to human resources (HR) activity and to the role of the HR function in organisations in general terms. It focuses on the aims and objectives of HR departments in contemporary organisations and particularly on the ways that these are evolving. Different ways of delivering HR objectives and emerging developments in the management of the employment relationship are explored, as well as the methods that can be used to demonstrate that the function adds value for organisations.</p> <p>The module also aims to familiarise you with published research evidence linking HR activity with positive organisational outcomes. The case for professionalism and an ethical approach to HR is introduced as is the role played by HR managers in facilitating and promoting effective change management.</p> <p>Subject to availability, you will benefit from encountering a senior HR professional during the course of your studies. You will learn about HRM at both a practical and a theoretical level.</p>	

<b>6</b>	<b>Indicative Content</b>
<ul style="list-style-type: none"> <li>• Managing Diversity in the workplace</li> <li>• The purpose and key objectives of the HR function</li> <li>• The HR profession map</li> <li>• Delivering HR objectives – structuring the HR department</li> <li>• HR management, ethics and corporate social responsibility</li> <li>• High performance working and high performance practices</li> <li>• The HR function and managing organisational change</li> <li>• Human resource development</li> <li>• HR – the employer brand and employer of choice</li> <li>• Flexibility and work-life balance</li> <li>• Employee engagement</li> </ul>	

<b>7</b>	<b>Module Learning Outcomes</b> <b>On successful completion of the module, you will be able to:</b>		
	<b>1</b>	Explain the purpose and key objectives of the HR function in contemporary organisations.	
	<b>2</b>	Compare how HR objectives are delivered in different organisations.	
	<b>3</b>	Appraise how the HR function can be evaluated in terms of value added and contribution to sustained organisation performance.	
	<b>4</b>	Examine the relationship between organisational performance and effective HR management and development.	

<b>8</b>	<b>Module Assessment</b>		
<b>Learning Outcome</b>			
	<b>Coursework</b>	<b>Exam</b>	<b>In-Person</b>
<b>1-4</b>	<b>X</b>		

<b>9</b>	<b>Breakdown Learning and Teaching Activities</b>	
<b>Learning Activities</b>		<b>Hours</b>
<b>Scheduled Learning (SL)</b> includes lectures, practical classes and workshops, as specified in timetable		36
<b>Directed Learning (DL)</b> includes placements, work-based learning, peer group learning external visits, on-line activity, Graduate+, peer learning, as directed on VLE		60 (which includes 12 hours of online learning)
<b>Private Study (PS)</b> includes preparation for exams		104
<b>Total Study Hours:</b>		200

## Module Specification

### Module Summary Information

[Return to Module List](#)

<b>1</b>	<b>Module Title</b>	Workplace Learning and Development
<b>2</b>	<b>Module Credits</b>	20
<b>3</b>	<b>Module Level</b>	6
<b>4</b>	<b>Module Code</b>	HRM6011

<b>5</b>	<b>Module Overview</b>
<p>Human Resource professionals need to understand key developments in the theory and practice of HRD and L&amp;D. This module critically explores how organisations develop their employees to attract and retain talent and to remain competitive, often on an international basis, and for long term sustainability. This core HR module aims to provide you with a broad understanding of the factors to be considered when implementing and evaluating inclusive Human Resource Development (HRD) activities, in general, and Learning &amp; Development (L&amp;D) interventions, specifically.</p> <p>The module enables you to develop an informed understanding of the existing and emerging HRD and L&amp;D models and processes. It is designed to encourage you to compare, contrast and evaluate developments, both within theoretical context and within local, regional, national and international practice, which influence the design, delivery and evaluation of HRD and L&amp;D. It also covers what is required to support the learning of individuals, groups and organisations to drive and support cost effective and sustainable performance.</p>	

<b>6</b>	<b>Indicative Content</b>
<ul style="list-style-type: none"> <li>• Critically understanding HRD and L&amp;D strategy, within an international context</li> <li>• Critically analysing HRD strategy development with consideration of the internal and external organisational international environments and how L&amp;D can be used effectively</li> <li>• Critically exploring organisational examples, within private, public and third sector settings, of competing approaches which contextualise contemporary development in HRD and L&amp;D</li> <li>• The Learning Organisation and learning theory</li> <li>• Training Needs Analysis</li> <li>• Designing and delivering L&amp;D interventions: <ul style="list-style-type: none"> <li>○ Coaching and mentoring</li> <li>○ 360 degree feedback</li> </ul> </li> <li>• Evaluating L&amp;D interventions: Measurement and models of evaluation <ul style="list-style-type: none"> <li>○ Kirkpatrick's Four and Five Stage model of evaluation</li> <li>○ Return on Investment (ROI) financial measures and Social Return on Investment (SROI)</li> </ul> </li> </ul>	

<b>7</b>	<b>Module Learning Outcomes</b> This module is mapped to CIPD requirements <b>On successful completion of the module, students will be able to:</b>	
	<b>1</b>	Critically understand competing approaches which contextualise contemporary developments in HRD and L&D.
	<b>2</b>	Critically locate contemporary external trends and data and the implications of these for HRD practice.
	<b>3</b>	Critically apply the key requirements in the design and delivery of a range of inclusive L&D activities and critically appraise the roles and responsibilities of individuals in meeting those needs.
	<b>4</b>	Demonstrate the ability to critically evaluate the outcomes of HRD and L&D interventions.

<b>8</b>	<b>Module Assessment</b>		
<b>Learning Outcome</b>			
	<b>Coursework</b>	<b>Exam</b>	<b>In-Person</b>
<b>1 - 4</b>	<b>X</b>		

<b>9</b>	<b>Breakdown Learning and Teaching Activities</b>	
<b>Learning Activities</b>		<b>Hours</b>
<b>Scheduled Learning (SL)</b> includes lectures, practical classes and workshops, as specified in timetable		36
<b>Directed Learning (DL)</b> includes placements, work-based learning, peer group learning external visits, on-line activity, Graduate+, peer learning, as directed on VLE		60 (which includes 12 hours of online learning)
<b>Private Study (PS)</b> includes preparation for exams		104
<b>Total Study Hours:</b>		200



## Module Specification

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### Module Summary Information

<b>1</b>	<b>Module Title</b>	Introduction to Consultancy
<b>2</b>	<b>Module Credits</b>	20
<b>3</b>	<b>Module Level</b>	5
<b>4</b>	<b>Module Code</b>	MAN5083

<b>5</b>	<b>Module Overview</b>
<p>There are many similarities between the roles of managers and management consultants. In fact, managers are often considered to be 'internal consultants', as Butler (2010) comments "An effective manager is increasingly an effective consultant".</p> <p>In line with the Business School's practice-based approach to teaching and learning, this module adopts a 'real world' approach to exploring the nature of contemporary organisations and begins to prepare you for the reality of managing/consulting within them. This is necessary as the management of organisations is often, presented as a rational process based primarily on the logical implementation of activities such as Planning, Leading, Organising, and Controlling. However, the real world in which managers, consultants and organisations operate tends to be far more irrational and complex.</p> <p>Therefore to operate effectively in such conditions requires individuals who can accommodate the need for logic and rationality within organisations that are shaped and influenced by irrational forces such as culture, power, politics and emotions.</p> <p>In preparation for this you are introduced to a range of academic theories, models and concepts, which can be applied by managers and consultants as tools to investigate and diagnose the nature, source and significance of complex organisational issues. Furthermore, through the use of case study organisations, the module enables you to develop the professional skills and techniques required to select and apply an appropriate range of these tools capable of analysing and diagnosing complex organisational issues. Additionally the module will invite guest speakers from industry to share their experiences.</p>	

<b>6</b>	<b>Indicative Content</b>
<ul style="list-style-type: none"> <li>• What is consultancy?</li> <li>• Systems approaches to understanding organisations</li> <li>• Understanding the nature of organisations</li> <li>• Exploring the nature of control in organisations</li> <li>• The significance of power politics and relationships</li> <li>• Emotions and organisations</li> <li>• Understanding group dynamics</li> </ul>	

<b>7</b>	<b>Module Learning Outcomes</b> <b>On successful completion of the module, you will be able to:</b>	
	<b>1</b>	Appraise the issues emerging from the integrated nature of organisational activities.
	<b>2</b>	Evaluate a range of theory, models, concepts, tools and techniques in order to build an appropriate analytical framework for developing insights into complex organisational issues.
	<b>3</b>	Apply an appropriate analytical framework to analyse, evaluate and diagnose complex real world organisational issues.
	<b>4</b>	Employ the skills necessary to work within a team to investigate a case study organisation and present the findings in a professional way.

<b>8</b>	<b>Module Assessment</b>		
<b>Learning Outcome</b>		<b>Coursework</b>	<b>Exam</b>
<b>1 - 4</b>		<b>X</b>	

<b>9</b>	<b>Breakdown Learning and Teaching Activities</b>	
<b>Learning Activities</b>		<b>Hours</b>
<b>Scheduled Learning (SL)</b> includes lectures, practical classes and workshops as specified in timetable		36
<b>Directed Learning (DL)</b> includes placements, work-based learning, peer group learning external visits, on-line activity, Graduate+, peer learning, as directed on VLE		60 (which includes 12 hours of online learning)
<b>Private Study (PS)</b> includes preparation for exams		104
<b>Total Study Hours:</b>		200

## Module Specification

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### Module Summary Information

<b>1</b>	<b>Module Title</b>	The Global Manager
<b>2</b>	<b>Module Credits</b>	20
<b>3</b>	<b>Module Level</b>	5
<b>4</b>	<b>Module Code</b>	MAN5084

<b>5</b>	<b>Module Overview</b>
<p>In today's complex and highly dynamic global business environment, managers are expected to possess and utilise the requisite skills and sound application of knowledge to set and meet goals.</p> <p>This module takes a practitioner based, blended learning approach towards embedding key management and leadership principles in the global context, as well as intercultural competency and a range of transferable employability skills. Consequently, it provides a progressive conduit for you to gain a broad understanding of global issues affecting managers today as well as preparing you to be global managers of the future.</p> <p>The module borrows from best practice and leading insights into the theory of The Global Manager, global institutional lenses, ethics and diversity, management styles, intercultural competency within the Global Business Culture, as well as the Chartered Management Institute's publications and resources. This is supported by videos from notable global managers and academic and experienced guest speakers thus bringing theory into practise via tailored interactive global managerial perspectives.</p> <p>This module also assists in developing your transferable skills e.g. digital literacy, research whilst encouraging you to better appreciate key strategic, cultural, and organisational issues and opportunities in the global market.</p>	

<b>6</b>	<b>Indicative Content</b>
<ul style="list-style-type: none"> <li>• Introduction to the global manager.</li> <li>• Global Corporate Diplomacy; managing stakeholders across borders.</li> <li>• Differences in global cultures and norms.</li> <li>• Organisational Culture and ethics; Value Based management in a global context.</li> <li>• Successfully adapting Management Styles in a global context.</li> <li>• Global management in context.</li> <li>• Intercultural Competency for today's global manager</li> </ul>	

<b>7</b>	<b>Module Learning Outcomes</b>
<b>On successful completion of the module, students will be able to:</b>	
	<b>1</b> Evaluate the key traits of a global manager and analyse the relevance of dynamic management styles in ever-changing global environments.
	<b>2</b> Appraise the understanding of practical applications of intercultural competency.
	<b>3</b> Analyse the complexities faced by the global organisations using cultural competencies, ethical and value-based considerations for managers wishing to pursue and develop global mind-set.
	<b>4</b> Undertake a self-audit to identify global managerial skills, traits and competencies and using the audit findings, prepare a development plan.

8	Module Assessment		
Learning Outcome			
	Coursework	Exam	In-Person
1 & 2			X
3 & 4	X		

9	Breakdown Learning and Teaching Activities	
Learning Activities	Hours	
<b>Scheduled Learning (SL)</b> includes lectures, practical classes and workshops as specified in timetable	36	
<b>Directed Learning (DL)</b> includes placements, work-based learning, peer group learning external visits, on-line activity, Graduate+, peer learning, as directed on VLE	60 (which includes 12 hours of online learning)	
<b>Private Study (PS)</b> includes preparation for exams	104	
<b>Total Study Hours:</b>	200	

## Module Specification

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### Module Summary Information

<b>1</b>	<b>Module Title</b>	Cross Cultural Management
<b>2</b>	<b>Module Credits</b>	20
<b>3</b>	<b>Module Level</b>	5
<b>4</b>	<b>Module Code</b>	MAN5090

<b>5</b>	<b>Module Overview</b>
<p>Management is no longer seen as emerging from or directed towards a single culture. While much management theorising has for the last century or more emerged from 'the West', increasingly theorists and practitioners recognise that the characteristics of management are highly conditioned by the culture within which it is carried out. Equally, management theory is itself recognised as being culturally conditioned. This gives rise to the interesting issue of how to manage in an increasingly globalising world.</p> <p>This module will equip you with the ability to evaluate the assumption that management of organisations, large and small, is now an activity across national boundaries, this is due to competitive forces as well as technological and political changes. These dynamic shifts have led to the need for managers to have more than a passing appreciation of the cultures that various stakeholders come from.</p> <p>As part of your learning you will explore the relationships between managers and various stakeholders in different cultural settings. You will examine the task of management in today's international and global business environment and the theories that underpin them. In the process you will consider the appropriateness of theory, models and concepts to differing cultural environments, developing an approach which places theory in the cultural context within which it operates. Additionally, the module will invite guest speakers from relevant industries to enhance further application.</p>	

<b>6</b>	<b>Indicative Content</b>
<ul style="list-style-type: none"> <li>• What is culture? Why do we develop cultures? How do we develop and transmit culture?</li> <li>• Determinants and dimensions of Culture - Traditional and contemporary models of culture</li> <li>• Cross cultural interaction</li> <li>• Culture and working in International teams-managing conflict</li> <li>• Culture and decision making</li> <li>• The importance of cultural empathy</li> <li>• Business communication and negotiation across cultures</li> <li>• Culture and Marketing</li> <li>• Cultural Diversity in Organisations - Contrasting National and Organisational culture</li> <li>• Assignments and employment across cultures</li> <li>• The future of cross cultural management</li> </ul>	

<b>7</b>	<b>Module Learning Outcomes</b>	
	<b>On successful completion of the module, students will be able to:</b>	
	<b>1</b>	Evaluate theories of cultural difference with regard to their impact on international management practices.
	<b>2</b>	Assess the importance of cultural empathy to managing cross cultural relationships.
	<b>3</b>	Analyse and select appropriate management approaches to specific cultural contexts.
	<b>4</b>	Employ the principles of effective group communication to manage conflicts and leverage the potential of cultural diversity.

<b>8</b>	<b>Module Assessment</b>		
<b>Learning Outcome</b>			
	<b>Coursework</b>	<b>Exam</b>	<b>In-Person</b>
<b>1 - 3</b>	<b>X</b>		
<b>1 - 4</b>			<b>X</b>

<b>9</b>	<b>Breakdown Learning and Teaching Activities</b>	
<b>Learning Activities</b>		<b>Hours</b>
<b>Scheduled Learning (SL)</b> includes lectures, practical classes and workshops as specified in timetable		36
<b>Directed Learning (DL)</b> includes placements, work-based learning, peer group learning external visits, on-line activity, Graduate+, peer learning, as directed on VLE		60 (which includes 12 hours of online learning)
<b>Private Study (PS)</b> includes preparation for exams		104
<b>Total Study Hours:</b>		200

## Module Specification

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### Module Summary Information

<b>1</b>	<b>Module Title</b>	Live Event Experiences
<b>2</b>	<b>Module Credits</b>	20
<b>3</b>	<b>Module Level</b>	5
<b>4</b>	<b>Module Code</b>	MAN5092

<b>5</b>	<b>Module Overview</b>
<p>The aim of this module is to provide you with ‘real world’ event management experience. Integral to the module will be a focus on group work, enabling you to utilise your event management skills accrued at level 4 to exhibit decision making skills when choosing a viable event to execute, selecting an appropriate venue and promoting the event, and ultimately running their chosen event. The relevant literature is explored, but with a consistent view of the importance of applying theory and planning in practical business contexts.</p> <p>The module is delivered through a combination of lectures, seminars, tutorials and workshops in which you will be expected to contribute. Case studies from around the world and presentations will also be used in each session and where possible, guest lectures from practicing Events Venue Managers, Team Leaders and Leisure General Managers will be used.</p>	

<b>6</b>	<b>Indicative Content</b>
<ul style="list-style-type: none"> <li>• Event Initiation</li> <li>• Event Planning</li> <li>• Event Implementation</li> <li>• Event Experience</li> <li>• Event Action</li> </ul>	

<b>7</b>	<b>Module Learning Outcomes</b>
<b>On successful completion of the module, students will be able to:</b>	
	<b>1</b> Analyse and apply the necessary management techniques to plan, prepare and execute an event which meets the ethos of the chosen organisation.
	<b>2</b> Collaborate and negotiate with team members, volunteers and external contacts.
	<b>3</b> Reflect on and formulate solutions to issues faced when running a live event.

8	Module Assessment		
Learning Outcome			
	Coursework	Exam	In-Person
1, 2			X
3	X		

<b>9 Breakdown Learning and Teaching Activities</b>	
<b>Learning Activities</b>	<b>Hours</b>
<b>Scheduled Learning (SL)</b> includes lectures, practical classes and workshops as specified in timetable	36
<b>Directed Learning (DL)</b> includes placements, work-based learning, peer group learning external visits, on-line activity, Graduate+, peer learning, as directed on VLE	60
<b>Private Study (PS)</b> includes preparation for exams	104
<b>Total Study Hours:</b>	<b>200</b>



## Module Specification

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### Module Summary Information

<b>1</b>	<b>Module Title</b>	Contemporary Global Management Issues
<b>2</b>	<b>Module Credits</b>	20
<b>3</b>	<b>Module Level</b>	6
<b>4</b>	<b>Module Code</b>	MAN6037

<b>5</b>	<b>Module Overview</b>
<p>This module seeks to address key issues confronting managers in a rapidly globalising 21st century. The fast changing global business environment and the dynamics of international shifts in economic power have led to an increased interest in responsiveness of organisations.</p> <p>As you graduate from university with your business management degree you will need to demonstrate a clear appreciation of the key issues of the day and the theoretical work that has attempted to explain them. The module seeks to equip you with the ability to critically analyse case material and to engage in meaningful debate both orally and in writing.</p> <p>The module will be delivered via lectures and seminars with opportunities for you to participate in discussions around selected issues of the day that have global significance, for example the position of women in senior management positions, regional groupings in a global economy, labour in an integrating world economy, and ethics and corporate social responsibility in international markets. In addition the module will invite guest speakers to share their experiences.</p>	

<b>6</b>	<b>Indicative Content</b>
<ul style="list-style-type: none"> <li>• Globalisation and the changing international business environment</li> <li>• Regional groupings in a global economy</li> <li>• Finance and investment in an integrating world economy</li> <li>• Culture and management</li> <li>• Labour in an integrating world economy</li> <li>• Gender in management of international organisations</li> <li>• Ethics and Corporate social responsibility in an international organisational context</li> <li>• Entrepreneurship and innovation in a globalising world</li> <li>• Small and medium sized enterprise in an international context</li> <li>• Ecological issues in the management of international integrating organisations</li> <li>• Political dynamics in a global economy</li> </ul>	

<b>7</b>	<b>Module Learning Outcomes</b> <b>On successful completion of the module, students will be able to:</b>
	<b>1</b> Critically review important contemporary management issues in a global and international context through the analysis of media reporting and public documents.
	<b>2</b> Critically apply conceptual and theoretical material to contemporary global management issues through the analysis of case material.
	<b>3</b> Insightfully address management issues with global significance and recognise the cultural sensitivity of those issues.
	<b>4</b> Question solutions that different cultures are likely to adopt to address management issues with global significance.

8	Module Assessment		
Learning Outcome			
	Coursework	Exam	In-Person
1, 2, 3, 4	X		

9	Breakdown Learning and Teaching Activities	
Learning Activities	Hours	
<b>Scheduled Learning (SL)</b> includes lectures, practical classes and workshops as specified in timetable	36	
<b>Directed Learning (DL)</b> includes placements, work-based learning, peer group learning external visits, on-line activity, Graduate+, peer learning, as directed on VLE	60 (which includes 12 hours of online learning)	
<b>Private Study (PS)</b> includes preparation for exams	104	
<b>Total Study Hours:</b>	200	

## Module Specification

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### Module Summary Information

<b>1</b>	<b>Module Title</b>	CSR and Safety in the Events Industry
<b>2</b>	<b>Module Credits</b>	20
<b>3</b>	<b>Module Level</b>	6
<b>4</b>	<b>Module Code</b>	TBC

<b>5</b>	<b>Module Overview</b>
<p>Exemplary CSR policies and Safety records are the hallmarks of successful Events-based organisations. Over recent years safety failures at leisure parks (eg. Alton in 2016, where a ‘thrill’ ride safety failure caused a number of serious injuries), river cruises (eg. the Marchioness disaster in 1989 where 23 party goers lost their lives) and security breaches at concert venues (eg. Paris in 2016 and the Manchester Arena in 2017) have highlighted the importance of having cast iron procedures in this area. In the past major safety breakdowns at English football stadiums (eg. Bradford 1985 and Hillsborough 1989), which have caused multiple fatalities have led to the launch of criminal proceedings for the individuals tasked with ensuring crowd safety. UK law enforces a strict code of conduct upon the organisers and authorities charged with holding large-scale gatherings – any breaches of which, could result in serious sanctions and penalties.</p> <p>In this module students aspiring to work in the Events domain are fully appraised of their legal and moral obligations with regard to holding Events. Following an exploration of core CSR &amp; Safety Principles with regards to environmental, social and governance (with regard to both internal and external stakeholders) you move onto considering their impact (in relation to performance, quality and regulatory adherence). Finally you consider how to implement CSR &amp; Safety plans and strategies through communications, auditing and evaluative methods. At the end of the course you examine two further areas vital to Safety within Events, namely; capacity management and cybersecurity.</p> <p>The module is delivered through a combination of lectures, seminars, tutorials and workshops in which students will be expected to contribute. Case studies from around the world and presentations will also be used in each session and where possible, guest lectures from practicing Safety, Security and CSR professionals will be used.</p>	

<b>6</b>	<b>Indicative Content</b>
<ul style="list-style-type: none"> <li>• Principles of CSR &amp; Safety.</li> <li>• Impacts of CSR &amp; Safety.</li> <li>• Implementation of CSR &amp; Safety.</li> <li>• Cybercrime, data protection and confidentiality.</li> <li>• Queueing, Capacity Management and Security.</li> </ul>	

<b>7</b>	<b>Module Learning Outcomes</b>	
	<b>On successful completion of the module, students will be able to:</b>	
	<b>1</b>	Critically analyse and evaluate the principles of an organisational Corporate Social Responsibility (CSR) and Safety strategy within the Events Industry.
	<b>2</b>	Critically appraise the impact of an organisational CSR and Safety strategy on organisational performance within the Events Industry.
	<b>3</b>	Formulate and implement solutions and recommendations that increase CSR and Safety risk and resilience protection within the Events Industry.

<b>8</b>	<b>Module Assessment</b>		
<b>Learning Outcome</b>		<b>Coursework</b>	<b>Exam</b>
<b>1-3</b>		<b>X Time constrained</b>	<b>In-Person</b>

<b>9</b>	<b>Breakdown Learning and Teaching Activities</b>	
<b>Learning Activities</b>		<b>Hours</b>
<b>Scheduled Learning (SL)</b> includes lectures, practical classes and workshops, peer group learning, Graduate+, as specified in timetable		36
<b>Directed Learning (DL)</b> includes placements, work-based learning, external visits, on-line activity, Graduate+, peer learning, as directed on VLE		36
<b>Private Study (PS)</b> includes preparation for exams		128
<b>Total Study Hours:</b>		200

## Module Summary Information

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<b>1</b>	<b>Module Title</b>	Global Sports Law, Policy and CSR
<b>2</b>	<b>Module Credits</b>	20
<b>3</b>	<b>Module Level</b>	6
<b>4</b>	<b>Module Code</b>	MAN6055

<b>5</b>	<b>Module Overview</b>
<p>Exemplary GSM policy, CSR and safety are the hallmarks of successful sporting venues and organisations. In the past major safety breakdowns at English and international football stadiums (e.g. Bradford 1985, Hillsborough 1989, Guatemala City 1996 and Johannesburg 2001), which have caused multiple fatalities have led to the launch of criminal proceedings for the individuals tasked with ensuring crowd safety. Many international jurisdictions enforce a strict code of conduct upon the organisers and authorities charged with holding large-scale sporting gatherings – any breaches of which, could result in serious sanctions and penalties for Global Sports Managers and Organisations. In addition – given sports are run within national, not-for-profit and professional contexts (sometimes by volunteers or modestly salaried administrators) – proper compliance and due diligence systems must be in place to ensure the highest levels of professional and ethical conduct. The furore surrounding the maladministration of FIFA under Sepp Blatter – which included dubious decision-making (i.e. Russia 2018 and Qatar 2022) linked to bribes and kickbacks – brought transnational GSM in football into disrepute.</p> <p>In the GSM domain you are fully appraised of the legal and moral obligations with regard to holding global sporting events. Following an exploration of core Law, Policy, CSR &amp; Safety principles with regards to environmental, social and governance (with regard to both internal and external stakeholders) you move onto considering their impact (in relation to performance, quality and regulatory adherence). Finally you consider how to implement Policy, CSR &amp; Safety plans and strategies through communications, auditing and evaluative methods. At the end of the module you examine two further areas vital to Safety within GSM, namely; capacity management and cybersecurity.</p> <p>The module is delivered through a combination of lectures, seminars, tutorials and workshops in which students will be expected to contribute. Case studies from around the world and presentations will also be used in each session and where possible, guest lectures from practicing GSM Law, Policy, Safety, Security and CSR professionals will be used.</p>	

<b>6</b>	<b>Indicative Content</b>
<ul style="list-style-type: none"> <li>• Environmental, Social and Governance in Events</li> <li>• Tort, criminal liability, contract, intellectual property, marketing, trade and competition</li> <li>• Links between the CSR &amp; safety strategy and internal stakeholders</li> <li>• Linkage between CSR &amp; Safety strategy and organisational performance in GSM</li> <li>• Regulatory standards and legislation that protects customers/consumers and other organisations in GSM</li> <li>• Venue Management and Safety - Queueing, Capacity Management and Security</li> </ul>	

<b>7</b>	<b>Module Learning Outcomes</b>
<b>On successful completion of the module, students will be able to:</b>	
<b>1</b>	Critically understand and evaluate the principles of Sports Law
<b>2</b>	Critically describe and appraise the impact of organisational policy CSR and Safety strategy on organisational performance within GSM
<b>3</b>	Synthesise and implement solutions and recommendations that increase CSR and Safety risk and resilience protection within GSM

8	Module Assessment		
Learning Outcome			
	Coursework	Exam	In-Person
1 – 3		X	

9	Breakdown Learning and Teaching Activities	
Learning Activities	Hours	
<b>Scheduled Learning (SL)</b> includes lectures, practical classes and workshops as specified in timetable	36	
<b>Directed Learning (DL)</b> includes placements, work-based learning, peer group learning external visits, on-line activity, Graduate+, peer learning, as directed on VLE	60 (which includes 12 hours of online learning)	
<b>Private Study (PS)</b> includes preparation for exams	104	
<b>Total Study Hours:</b>	200	

## Module Specification

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### Module Summary Information

<b>1</b>	<b>Module Title</b>	Strategic Management
<b>2</b>	<b>Module Credits</b>	20
<b>3</b>	<b>Module Level</b>	6
<b>4</b>	<b>Module Code</b>	MAN6073

<b>5</b>	<b>Module Overview</b>
<p>This module introduces you to a range of advance strategic management tools and techniques with which to analyse and thus understand business situations with national and international relevance. In addition, an understanding of competitive behaviour will be informed by a variety of views concerning the sources of competitive advantage, sustainable competitive advantage from a theoretical and industry perspective. These include the implications of developments in the macro environment, industry structure, the organization's strategic position in an industry, the acquisition and development of resources and capabilities, and the challenge of industry evolution to sustaining competitive advantage.</p> <p>The module emphasises the importance of application of techniques and concepts to specific situations, often with case studies and live businesses that have gone through significant change and survived (or not).</p> <p>The module will be delivered with a combination of face-to-face, case studies and blended learning, and a significant element of preparation and contribution from you. You will be using our virtual learning environment to facilitate peer and individual learning, pulling together skills and knowledge from modules from Level 4 and 5. Additionally this module will invite guest speakers to share their experiences.</p>	

<b>6</b>	<b>Indicative Content</b>
<ul style="list-style-type: none"> <li>• Understand the of strategic analysis and their application</li> <li>• Apply strategic management tools and techniques in the local and international business context</li> <li>• Understanding the internal and external drive of strategic change</li> <li>• Appreciation of challenges the businesses are faced with in the face of competition</li> <li>• Long range planning, forecasting and routinising the organisational functions with a view to embed the changes in the business</li> <li>• The resource-based view</li> <li>• Dynamic capabilities view</li> </ul>	

<b>7</b>	<b>Module Learning Outcomes</b>
<b>On successful completion of the module, students will be able to:</b>	
<b>1</b>	Apply strategic concepts and techniques of competitive strategy to given businesses.
<b>2</b>	Critically assess concepts and techniques relevant to competitive situations.
<b>3</b>	Critically appraise the importance of strategic concepts and choice as a contributor to enhance organisational performance.
<b>4</b>	Compare and contrast a range of strategic management theories.

8	Module Assessment		
Learning Outcome			
	Coursework	Exam	In-Person
1,2, 3 & 4	X		

9	Breakdown Learning and Teaching Activities	
Learning Activities	Hours	
<b>Scheduled Learning (SL)</b> includes lectures, practical classes and workshops as specified in timetable	36	
<b>Directed Learning (DL)</b> includes placements, work-based learning, peer group learning external visits, on-line activity, Graduate+, peer learning, as directed on VLE	60	
<b>Private Study (PS)</b> includes preparation for exams	104	
<b>Total Study Hours:</b>	200	



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### Module Summary Information

<b>1</b>	<b>Module Title</b>	Growing the Enterprise
<b>2</b>	<b>Module Credits</b>	20
<b>3</b>	<b>Module Level</b>	6
<b>4</b>	<b>Module Code</b>	MAN6074

<b>5</b>	<b>Module Overview</b>
<p>This module focuses on issues relating to the management and growth of a SME (Small, Medium enterprise) or social enterprises. This module will help you to identify ways in which the enterprise can upscale using internal and external resources.</p> <p>Using a blend of theory and case studies, you will gain an understanding of how to evaluate the growth potential of an enterprise and how to capture that potential. Issues such as innovation; systems, IT and e-business, resource and people management through periods of growth will also be explored in a range of SME and social enterprise contexts both national and international.</p> <p>Throughout this module, you will develop essential employability skills like analytical skills, creativity and innovation which you can apply either within an organisation as an intrapreneur or to grow your own business into a sustainable venture.</p>	

<b>6</b>	<b>Indicative Content</b>
<ul style="list-style-type: none"> <li>• Small Business Growth theories <ul style="list-style-type: none"> <li>○ Drivers for growth</li> <li>○ Attracting resources for growth</li> <li>○ Growth Processes</li> <li>○ Managing growth</li> </ul> </li> <li>• Innovation and Creativity</li> <li>• Entrepreneurial systems</li> <li>• E-Business</li> <li>• Changing environment of entrepreneurial businesses</li> </ul>	

<b>7</b>	<b>Module Learning Outcomes</b>
<b>On successful completion of the module, students will be able to:</b>	
<b>1</b>	Analyse and evaluate the growth potential of a business or social enterprise within the sphere of the organisation by identifying strength and weaknesses.
<b>2</b>	Critically analyse and evaluate opportunities for growth within the internal and external environment of the organisation.
<b>3</b>	Formulate a Development Plan to take the enterprise forward in the area of performance and growth.
<b>4</b>	Present ideas in a formal, persuasive and coherent manner in a presentation or a written report.

8	Module Assessment		
Learning Outcome			
	Coursework	Exam	In-Person
1 - 4	X		

9 Breakdown Learning and Teaching Activities	
Learning Activities	Hours
<b>Scheduled Learning (SL)</b> includes lectures, practical classes and workshops, peer group learning, Graduate+, as specified in timetable	36
<b>Directed Learning (DL)</b> includes placements, work-based learning, external visits, on-line activity, Graduate+, peer learning, as directed on VLE	60 (Which includes 12 hours of online learning)
<b>Private Study (PS)</b> includes preparation for exams	104
<b>Total Study Hours:</b>	200

## Module Specification

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### Module Summary Information

1	Module Title	Marketing Communications Planning
2	Module Credits	20
3	Module Level	5
4	Module Code	MKT5022

5	<b>Module Overview</b>
<p>Marketing communications is a key strategic area for any business as it gives visibility and understanding of an organisation's products and or services. It utilises a variety of techniques, communication tools and media to deliver these messages, designing campaigns that drive the desired behavioural responses.</p> <p>This module will allow you to not only understand the tools and techniques used in marketing communications but apply this knowledge to design and create your own campaigns. Professional practice requires brands to create a narrative that is consistently delivered across a variety of tools and media. This neutral approach to communications planning therefore does not start with the premise that a particular tool or media be used, instead it requires deeper understanding of the audience, the marketplace and the product, allowing campaigns to be designed that are relevant for the communication challenge presented.</p> <p>This module will therefore look at detail at the communications planning framework, providing you with the understanding and skills needed to create and design trans media and media neutral campaigns. The skills needed to do this will be developed throughout this module through the use of live case studies, in particular examining why certain campaigns succeed through the examination of actual results achieved. This supports the course aims of pursuing excellence through the integration of practice and academic theory, allowing you to understand and acquire the skills needed to deliver innovative marketing strategies and ideas now, and in the future. It will be delivered via four topic blocks as follows:</p> <ul style="list-style-type: none"><li>• Communication planning framework</li><li>• Audience profiling</li><li>• Communication strategies</li><li>• Implementation and campaign management</li></ul> <p>In terms of employability and transferable skills this module will support and develop your:</p> <ul style="list-style-type: none"><li>• Creative thinking</li><li>• Commercial acumen</li><li>• Communication skills</li></ul>	

6	Indicative Content
	<p>The module will include:</p> <ul style="list-style-type: none"> <li>• Evolution of marketing communications</li> <li>• Communications planning framework</li> <li>• Information processing</li> <li>• Message appeal</li> <li>• Audience profiling</li> <li>• Contextual analysis</li> <li>• Creativity and idea generation</li> <li>• Communication strategies</li> <li>• Communications mix</li> <li>• Media landscape</li> <li>• Media planning</li> </ul>

7	Module Learning Outcomes
	<p><b>On successful completion of the module, students will be able to:</b></p>
	<p><b>1</b> Assess and select the most feasible marketing communications method(s) applicable to a given business scenario.</p>
	<p><b>2</b> Create and present a fully justified, viable marketing communications campaign in response to a given marketing scenario.</p>

8	Module Assessment		
Learning Outcome			
	Coursework	Exam	In-Person
1 and 2	X		

9	Breakdown Learning and Teaching Activities
Learning Activities	Hours
<b>Scheduled Learning (SL)</b> includes lectures, practical classes and workshops, as specified in timetable	36
<b>Directed Learning (DL)</b> includes placements, work-based learning, peer group learning external visits, on-line activity, Graduate+, peer learning, as directed on VLE	60
<b>Private Study (PS)</b> includes preparation for exams	104
<b>Total Study Hours:</b>	<b>200</b>

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### Module Summary Information

<b>1</b>	<b>Module Title</b>	Routes to Market
<b>2</b>	<b>Module Credits</b>	20
<b>3</b>	<b>Module Level</b>	5
<b>4</b>	<b>Module Code</b>	MKT5044

<b>5</b>	<b>Module Overview</b>
<p>Channel management is the place part of the marketing mix, dealing with how manufacturers ensure products and services reach the target end consumer most effectively and efficiently.</p> <p>This module aims to equip you with the skills to plan and implement a channel strategy that is appropriate to the product or service, including critiquing and selecting relevant intermediaries, developing channel support plans including brand activation, account management and negotiation techniques. This module demonstrates how marketing links to other areas of business such as sales and category planning and focusses on both the business-to-business and business to consumer relationships both domestically and internationally.</p> <p>The course will be taught in 3 hour seminar sessions which includes lecturer-led teaching plus significant work analysing specific channel management scenarios. You will be required to take part in role play and presentation activities that are central to the practice-based learning approach of this module, enhancing future employability. In addition - there will be one hour of online activities and reading to complete.</p> <p>Completion of this module will help develop key employability skills of :</p> <ul style="list-style-type: none"> <li>• Business Acumen</li> <li>• Communication Skills</li> <li>• Negotiation</li> </ul>	

<b>6</b>	<b>Indicative Content</b>
<ul style="list-style-type: none"> <li>• Environmental analysis for brand and channel members of Channel Participants,</li> <li>• Channel Management Strategy</li> <li>• Designing Marketing Channels,</li> <li>• Selecting and managing channel members</li> <li>• Channel power and conflict,</li> <li>• Channel and the Marketing Mix,</li> <li>• Business to Business Account management,</li> <li>• Selling- in and sales negotiation</li> <li>• Evaluating Channel Performance</li> <li>• Omni-channels</li> </ul>	

<b>7</b>	<b>Module Learning Outcomes</b>
<b>On successful completion of the module, students will be able to:</b>	
<b>1</b>	Critically evaluate a marketing channel scenario using key concepts and theories
<b>2</b>	Identify and implement a suitable channel management strategy.
<b>3</b>	Design account management techniques and brand activation strategies

8	Module Assessment		
Learning Outcome			
	Coursework	Exam	In-Person
1-2	X		
3			X

9	Breakdown Learning and Teaching Activities	
Learning Activities	Hours	
Scheduled Learning (SL) includes lectures, practical classes and workshops as specified in timetable	36	
Directed Learning (DL) includes placements, work-based learning, peer group learning external visits, on-line activity, Graduate+, peer learning, as directed on VLE	60 (which includes 12 hours of online learning)	
Private Study (PS) includes preparation for exams	104	
Total Study Hours:	200	

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### Module Summary Information

<b>1</b>	<b>Module Title</b>	Experience Design
<b>2</b>	<b>Module Credits</b>	20
<b>3</b>	<b>Module Level</b>	5
<b>4</b>	<b>Module Code</b>	MKT5048

<b>5</b>	<b>Module Overview</b>
<p>In today's competitive business climate, it is getting more and more difficult for businesses to differentiate themselves from their competitors. A competitive advantage is essential and customer experience is perhaps the most important aspect of a successful business. Optimising customer experience has been identified as one of the most important tools to help a business stand out from the competition. Prioritising the customer experience ensures that customers are enjoying every interaction with your business, and 50% of consumers are more likely to do business with you again in the future after a positive customer experience. In fact, research suggests that a majority of businesses now compete on the basis of customer experience, as it is a tremendous opportunity to disrupt a competitor or gain market share in an industry. In addition, the proliferation of internet-enabled devices, coupled with the ever-increasing availability of high-speed connections, has created a new type of consumer who is always 'plugged in'. More than ever, organisations are seeking to gain competitive advantage in this digital arena by optimising individuals' experience throughout the entire customer journey.</p> <p>This module, therefore, considers the design and development of the real world and online customer experiences with a focus on the retail and services sector. You will learn about service through the lenses of both Services Marketing and Service Design Thinking. You will not only learn, understand and develop skills that will enable you to enhance, improve and manage existing service propositions but you will also be equipped with the fundamentals of how to create new, unique and exciting customer experiences. The module also explores the concept of UX design, identifying the tools and techniques that organisations can use to enhance the customer's online journey, along with the IT architecture and operational infrastructure needed to support it.</p> <p>The module's pedagogy is student-centred and practice-based using a Problem Based Learning (PBL) approach. The module content is delivered partly via a mixture of lectures, seminars, and guest speakers, but the major focus of delivery is via workshops where you will work to complete tasks to enable them to put theory into practice.</p>	

<b>6</b>	<b>Indicative Content</b>
<ul style="list-style-type: none"> <li>• Design Theory</li> <li>• Services Marketing Theory</li> <li>• Customer experience management</li> <li>• Service quality</li> <li>• Stakeholder mapping, personas, sustainable customer journeys</li> <li>• Exploration techniques</li> <li>• Responsible production - Customer/Employee roles</li> </ul>	

- Designing User experience
- Defining supporting architecture and operations
- Measuring UX performance

7	<b>Module Learning Outcomes</b> <b>On successful completion of the module, students will be able to:</b>	
	1	Critically review the customer experience of an organisation using services marketing, service and UX design concepts and frameworks.
	2	Identify and develop customer experience improvements for a specific organisation using relevant theory and practice.

8	<b>Module Assessment</b>		
<b>Learning Outcome</b>			
	<b>Coursework</b>	<b>Exam</b>	<b>In-Person</b>
1 and 2	X		

9	<b>Breakdown Learning and Teaching Activities</b>	
<b>Learning Activities</b>		<b>Hours</b>
<b>Scheduled Learning (SL)</b> includes lectures, practical classes and workshops as specified in timetable		36
<b>Directed Learning (DL)</b> includes placements, work-based learning, peer group learning, external visits, on-line activity, Graduate+, peer learning, as directed on VLE		60 (which includes 12 hours of online learning)
<b>Private Study (PS)</b> includes preparation for exams		104
<b>Total Study Hours:</b>		200



## Module Specification

### Module Summary Information

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<b>1</b>	<b>Module Title</b>	Martech and Automation
<b>2</b>	<b>Module Credits</b>	20
<b>3</b>	<b>Module Level</b>	5
<b>4</b>	<b>Module Code</b>	MKT5050

<b>5</b>	<b>Module Overview</b>
<p>This module aims to equip you with the conceptual knowledge needed to develop your understanding of contemporary technologies available to be leveraged by digital marketers. It explores a diverse range of activities including the use of automation tools as they specifically pertain to Digital Marketing campaigns in order to enable you to appreciate the major differences between traditional and Digital Marketing at an operational level.</p> <p>You will also develop an understanding of how to apply marketing technology and automation tools, hence contributing to the core vision of the BA Marketing and Marketing with Digital Communications programmes.</p> <p>As part of the teaching strategy, interactive seminar / workshop activities will run throughout the module. You will be presented each week with a real – world international digital marketing issue which you will be required to solve.</p> <p>It is envisaged that as part of this module you will develop the following key skills (not an exhaustive list);</p> <ul style="list-style-type: none"> <li>• Critical thinking</li> <li>• Problem solving</li> <li>• Team working</li> <li>• Effective communication</li> <li>• Strategy Development</li> </ul>	

<b>6</b>	<b>Indicative Content</b>
<ul style="list-style-type: none"> <li>• Introduction to Martech and Automation</li> <li>• The modern marketing landscape</li> <li>• The 4 P's of Martech</li> <li>• Marketing Automation</li> <li>• Machine Learning &amp; AI</li> <li>• Martech Enabled Operations</li> <li>• Agile Marketing</li> <li>• Customer Data Platforms</li> <li>• Conversational Marketing</li> <li>• Martech Monitoring and Measurement</li> </ul>	

<b>7</b>	<b>Module Learning Outcomes</b>
<b>On successful completion of the module, you will be able to:</b>	
<b>1</b>	Analyse the techniques, problems and practices that characterise Martech and Automation
<b>2</b>	Apply Martech tools and techniques, appropriate to a business situation, providing justification for the chosen approach

8	Module Assessment		
Learning Outcome			
	Coursework	Exam	In-Person
1, 2			X

9	Breakdown Learning and Teaching Activities	
Learning Activities	Hours	
<b>Scheduled Learning (SL)</b> includes lectures, practical classes and workshops, as specified in timetable	36	
<b>Directed Learning (DL)</b> includes placements, work-based learning, peer group learning external visits, on-line activity, Graduate+, peer learning, as directed on VLE	60 (which includes 12 hours of online learning)	
<b>Private Study (PS)</b> includes preparation for exams	104	
<b>Total Study Hours:</b>	200	

## Module Specification

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### Module Summary Information

<b>1</b>	<b>Module Title</b>	Cross-Cultural Consumer Behaviour
<b>2</b>	<b>Module Credits</b>	20
<b>3</b>	<b>Module Level</b>	6
<b>4</b>	<b>Module Code</b>	MKT6034

<b>5</b>	<b>Module Overview</b>
<p>Culture is generally accepted by marketing researchers as one of the most important underlying determinants of consumer behaviour. Geert Hofstede has stated that if there is one aspect of business that is culture-dependent, it is consumer behaviour. Considering that marketing is about consumers to begin with, it is crucial for marketers to understand and predict the behaviour of consumers in all markets they serve. As businesses expand into new national and international markets, dealing with differences in cultural values amongst consumers can be quite challenging, which in turn has implications on the development of viable marketing strategies.</p> <p>In accordance with the programme philosophy and level 6 learning outcomes, you will be applying and evaluating consumer behaviour theories and models in a cross-cultural context to develop and justify persuasive marketing solutions for businesses dealing with a culturally diverse consumer base. You will also be involved in forming effective methods of communicating these concepts and ideas. In doing so you will further develop the transferrable skills crucial to your profession, such as the ability to undertake extensive cross-cultural research, in-depth analysis, visual presentation and the defence of your arguments. This module will equip you with the knowledge, understanding and cultural awareness necessary to engage with the diversity of consumer values and behaviour in contemporary markets, resulting in you becoming an effective global citizen.</p> <p>Key concepts will be covered in weekly lectures, supported by seminars. The seminars will encompass a variety of teaching and learning activities such as group discussions, problem solving, case study analysis and guest speakers to enhance your learning and engagement. A Virtual Learning platform, such as Moodle, will be used extensively to support the learning experience.</p> <p>In terms of employability and transferable skills this module will support and develop your:</p> <ul style="list-style-type: none"> <li>• Critical thinking</li> <li>• Emotional intelligence</li> <li>• Communication skills</li> <li>• Creative thinking</li> </ul>	

<b>6</b>	<b>Indicative Content</b>
<ul style="list-style-type: none"> <li>• High context and low text cultures</li> <li>• Consumer decision making</li> <li>• Individual influencing factors</li> <li>• Social influencing factors</li> <li>• Responsible consumption across cultures</li> <li>• Culture and communication</li> <li>• Culture and media behaviour</li> <li>• Diffusion of innovation</li> <li>• Attitude formation and change across culture</li> </ul>	

<b>7</b>	<b>Module Learning Outcomes</b> <b>On successful completion of the module, students will be able to:</b>	
	<b>1</b>	Analyse key factors influencing consumer behaviour across cultures.
	<b>2</b>	Critically evaluate the impact of consumer differences on marketing decisions across cultures and international markets.

<b>8</b>	<b>Module Assessment</b>		
<b>Learning Outcome</b>		<b>Coursework</b>	<b>Exam</b>
<b>1 and 2</b>		<b>X</b>	

<b>9</b>	<b>Breakdown Learning and Teaching Activities</b>	
<b>Learning Activities</b>		<b>Hours</b>
<b>Scheduled Learning (SL)</b> includes lectures, practical classes and workshops as specified in timetable		36
<b>Directed Learning (DL)</b> includes placements, work-based learning, peer group learning, external visits, on-line activity, Graduate+, peer learning, as directed on VLE		60 (which includes 12 hours of online learning)
<b>Private Study (PS)</b> includes preparation for exams		104
<b>Total Study Hours:</b>		200

## Module Specification

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### Module Summary Information

1	<b>Module Title</b>	One Planet Business
2	<b>Module Credits</b>	20
3	<b>Module Level</b>	6
4	<b>Module Code</b>	MKT6045

5	<b>Module Overview</b>
<p><b>Let me ask you something...</b></p> <p>Could you tell me the main benefits of the next smartphone that you're hoping to buy? Is it the 256GB of storage? The HD retina display? Perhaps the pixel resolution on the camera?</p> <p>Now, could you tell me the impact that the production of that phone has on the environment and on society? Would you consider giving up your smartphone for the greater social good?</p> <p>These types of questions, and the issues of ethics, social responsibility and sustainability in business, have moved from the marginal to the mainstream during the last 50 years. As such, society is increasingly looking to develop a long-term, sustainable vision for the future that considers the social and environmental impact of business decisions, not just the financial gains.</p> <p>Whilst Marketing has contributed to the problem of over-consumption, this module aims to provide you with an understanding of the role that marketing has to play in meeting the needs of the sustainability agenda. It identifies the nature and extent of the challenges facing organisations and considers potential approaches for addressing these. In doing so, it aspires to create a vision of the future in which organisations, consumers and government can realise a one planet business strategy.</p>	

6	<b>Indicative Content</b>
<p>The module will explore:</p> <ul style="list-style-type: none"> <li>• <b>Factors driving the need for sustainability</b> <ul style="list-style-type: none"> <li>○ Identifies mainstream issues that are driving the sustainability agenda, including climate change, water scarcity, animal agriculture, poverty, social inequality, human wellbeing and more</li> </ul> </li> <li>• <b>Strategies for sustainable development</b> <ul style="list-style-type: none"> <li>○ Examines different strategic approaches that may be used to achieve behavioural change among consumers and encourage businesses to adopt more sustainable practices, including cradle-to-cradle, triple-layered business model canvas, circular economy and creating shared value.</li> </ul> </li> <li>• <b>Implementation of pro-sustainable marketing</b> <ul style="list-style-type: none"> <li>○ Considers the tools and techniques that could be used as part of the organisation's marketing mix in order to encourage pro-sustainable behaviour</li> </ul> </li> <li>• <b>The future of sustainable development</b> <ul style="list-style-type: none"> <li>○ Identifies the conditions that are needed to achieve long-term change and considers the future of sustainable development</li> </ul> </li> </ul> <p>Where appropriate to the individual topics covered during the module, implications for sustainability will be identified that relate to the UN Sustainable Development Goals.</p> <p>Guest lecturers from industry will be incorporated into the module - either through live or pre-recorded sessions - where appropriate to the topics covered.</p>	

<b>7</b>		<b>Module Learning Outcomes</b> <b>On successful completion of the module, students will be able to:</b>
	<b>1</b>	Critique the social, economic and ecological factors within the marketing environment that are driving the need for pro-sustainable behaviour and ethical decision-making
	<b>2</b>	Evaluate the extent to which organisations are currently addressing the sustainability challenges facing their industry
	<b>3</b>	Create activities that an organisation could implement in order to reduce its impact on the planet and on society
	<b>4</b>	Apply appropriate transferable skills that are essential to a career in business, such as commercial awareness and communication skills

<b>8</b>		<b>Module Assessment</b>		
<b>Learning Outcome</b>				
		<b>Coursework</b>	<b>Exam</b>	<b>In-Person</b>
<b>1, 2, 3, 4</b>				<b>X</b>

<b>9</b>		<b>Breakdown Learning and Teaching Activities</b>	
<b>Learning Activities</b>		<b>Hours</b>	
<b>Scheduled Learning (SL)</b> includes lectures, practical classes and workshops, as specified in timetable		36	
<b>Directed Learning (DL)</b> includes placements, work-based learning, peer group learning, external visits, on-line activity, Graduate+, peer learning, as directed on VLE		60 (which includes 12 hours of online learning)	
<b>Private Study (PS)</b> includes preparation for exams		104	
<b>Total Study Hours:</b>		200	

## Module Specification

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### Module Summary Information

<b>1</b>	<b>Module Title</b>	PR Planning and Reputation Management
<b>2</b>	<b>Module Credits</b>	20
<b>3</b>	<b>Module Level</b>	5
<b>4</b>	<b>Module Code</b>	MKT6050

<b>5</b>	<b>Module Overview</b>
<p>Public relations is a strategic asset of any firm or organisation and the ability to appraise and analyse the characteristics of a successful PR strategy is fundamental to a successful practitioner. PR utilises a variety of techniques and skills to create the compelling content and word of mouth media coverage that makes this PR, after personal recommendation, the most effective marketing channel.</p> <p>This module will enable you to assess and evaluate a host of tools in achieving an effective PR strategy. You will be required to interpret the strategy of campaigns, provide revised approaches and argue for a better approach. You will be expected to provide strategic advice on a particular crisis and support your suggestions through measured and justifiable actions.</p> <p>An understanding of your audience and an ability to select the media that supplies that audience will be expected. You will manage a real world crisis situation and select which elements of your strategic PR toolbox will required to achieve the firm's objectives. There will be an assessment of the legacy and digital tools employed.</p> <p>Underpinning the PR strategy will be an understanding to appraise a reputation; assess and measure the components of a firm or individual's reputation and judge whether the reputation is warranted. You will be required to appraise a real life reputation and suggest measures that would result in an effective reputational outcome for the firm or individual.</p> <p>The module will therefore look at in detail the strategy surrounding the execution of PR campaign and how to understand, assess and measure reputation. This supports the course aims of pursuing excellence through the integration of practice and academic theory, allowing you to understand and acquire the skills needed to deliver a PR campaign and a reputation strategy. It will be delivered via four topic blocks as follows:</p> <ul style="list-style-type: none"> <li>• PR planning framework</li> <li>• Audience and media profiling</li> <li>• Reputation creation and strategies</li> <li>• Implementation of PR campaign</li> </ul> <p>In terms of employability and transferable skills this module will support and develop your:</p> <ul style="list-style-type: none"> <li>• Creative thinking</li> <li>• Commercial acumen</li> <li>• Communication skills</li> </ul>	

6	Indicative Content
The module will include: <ul style="list-style-type: none"> <li>• Role of PR in organisations and society and developing PR plans.</li> <li>• Creation and management of communication, including traditional and digital communication methods.</li> <li>• Developing PR Plans</li> <li>• Ethical aspects of PR</li> <li>• Media profiling and planning</li> <li>• Compelling content creation</li> <li>• Identity/Image gap</li> <li>• Reputation mix</li> <li>• Managing a reputation</li> <li>• PR stakeholder relationship management</li> <li>• Evaluating PR</li> </ul>	

7	Module Learning Outcomes
On successful completion of the module, students will be able to:	
1	Assess and evaluate PR strategies applicable to a given business scenario
2	Create and appraise a fully justified, viable reputation plan in response to a given marketing scenario

8	Module Assessment		
Learning Outcome			
	Coursework	Exam	In-Person
1 and 2	X		

9	Breakdown Learning and Teaching Activities
Learning Activities	Hours
<b>Scheduled Learning (SL)</b> includes lectures, practical classes and workshops, as specified in timetable	36
<b>Directed Learning (DL)</b> includes placements, work-based learning, peer group learning external visits, on-line activity, Graduate+, peer learning, as directed on VLE	60 (which includes 12 hours of online learning)
<b>Private Study (PS)</b> includes preparation for exams	104
<b>Total Study Hours:</b>	200



## Module Specification

### Module Summary Information

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<b>1</b>	<b>Module Title</b>	Digital Enterprise
<b>2</b>	<b>Module Credits</b>	20
<b>3</b>	<b>Module Level</b>	6
<b>4</b>	<b>Module Code</b>	MKT6053

<b>5</b>	<b>Module Overview</b>
<p>As a level 6 module, Digital Enterprise contributes to the course philosophy by providing you with the opportunity to apply all of the skills developed to date to a digital enterprise of your making. This will enable you to compose and construct a series of relevant materials to effectively communicate your ideas and apply your professional skills to develop digital artefacts that can be potentially monetised.</p> <p>This module is developed in recognition of the changing landscape of industry. New businesses and business models are emerging across the economy that are disrupting existing, established industries (Airbnb, Spotify, Uber). In addition, the development of content driven businesses (vloggers and bloggers and the role of 'influencers') continue to emerge, having a profound effect on businesses. This module is in direct response to these changes. Designed to offer you the opportunity to embrace the opportunities that technology offers and to develop a business idea that is internet native. This is an experiential module which, as with other modules on the course, is designed to equip you with the skills and confidence to apply theory in practice beyond university. In addition the Digital enterprise module is designed within the context of global challenges, as identified by the UN, specifically Goal 8: "Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all, particularly: Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors. Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services" This theme underpins much of this module's content and rationale.</p> <p>Central to the assessment strategy is the development of a digital enterprise idea. This will enable you to develop your skills of creating and developing an idea, plus put in place the materials to launch that idea. It is completely possible that through this unique approach to learning that students could develop viable commercial businesses. Throughout the module you will be encouraged to speculate on future directions of digital marketing, and the business opportunities this ever-evolving landscape offers. Class content and activities will enable you to apply, and in so doing differentiate, a range of marketing strategies, working within the context of digital marketing and importantly develop effective communication strategies for your digital enterprise idea.</p> <p>This module takes an experiential approach and is delivered through a combination of lectures, online seminars and digital workshops. The nature of the module is experiential and in keeping with the course core philosophies, it will equip you with the ability to apply marketing theory and practice, and to develop key transferable skills that are now essential to a career in marketing. Specifically, this module provides you with the specialist 'digital' marketing skills and provides you with an entrepreneurial underpinning. The Professional Practice route will be delivered differently via block taught sessions with the assessment work-based.</p>	

<b>6</b>	<b>Indicative Content</b>
	<ul style="list-style-type: none"> <li>• Entrepreneurship and digital skills audit</li> <li>• Born Global vs hyper-local: changing nature of business models</li> <li>• Digital enterprise in the context of global challenges</li> <li>• Content-driven business models</li> <li>• Digital disruption and innovation</li> <li>• Apps and mobile</li> <li>• Ethics, privacy and digital enterprise</li> <li>• Funding digital enterprise: crowdfunding and beyond</li> <li>• Digital enterprise marketing strategy</li> <li>• Sustainable business planning</li> </ul>

<b>7</b>	<b>Module Learning Outcomes</b> <b>On successful completion of the module, students will be able to:</b>
<b>1</b>	Critically evaluate the digital enterprise environment.
<b>2</b>	Create a market opportunity through the design of a viable creative digital business idea.

<b>8</b>	<b>Module Assessment</b>
<b>Learning Outcome</b>	
	<b>Coursework</b>
	<b>Exam</b>
	<b>In-Person</b>
<b>1, 2</b>	<b>X</b>

	<b>Breakdown Learning and Teaching Activities</b>
<b>Learning Activities</b>	<b>Hours</b>
<b>Scheduled Learning (SL)</b> includes lectures, practical classes and workshops as specified in timetable	36
<b>Directed Learning (DL)</b> includes placements, work-based learning, peer group learning external visits, on-line activity, Graduate+, peer learning, as directed on VLE	60 (which includes 12 hours of online learning)
<b>Private Study (PS)</b> includes preparation for exams	104
<b>Total Study Hours:</b>	200

## Module Specification

### Module Summary Information

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<b>1</b>	<b>Module Title</b>	Selling and Sales Management
<b>2</b>	<b>Module Credits</b>	20
<b>3</b>	<b>Module Level</b>	6
<b>4</b>	<b>Module Code</b>	MKT6054

<b>5</b>	<b>Module Overview</b>
<p>This module provides you with a thorough grounding in the techniques of sales and business development needed to achieve organisational objectives. Whilst the module focuses primarily on the sales process within business to business manufacturing and retail contexts, it also explores business to consumer contexts. Employment in sales related careers within the business to business sector represents 8% of total UK employment – one of the UK's largest sectors of employment and is forecast to grow by 12% by 2020.</p> <p>As such, business leaders are increasingly recognising the need to ensure that the role of sales and business development encompasses not just the sales process but also how it is integrated into every facet of business operations including the company's marketing strategy. To this end the module will attempt to contextualise selling and business development from multiple perspectives – from sales, marketing and operations.</p> <p>The emphasis on the module will be on "action learning". Class discussion and relevant case study material will be used to support your application of the theory. You will be provided with opportunities to act out the role of a sales representative to practice their business development skills and reflect on their own practice. In addition, key skills for employability will also be developed, including:</p> <p>Commercial awareness, communication skills, negotiation skills, preparing presentations, preparing proposals, selling skills, personal presentation, networking, account management and research skills.</p>	

<b>6</b>	<b>Indicative Content</b>
<ul style="list-style-type: none"> <li>Principles of selling and business development. The sales and marketing relationship, the function of sales and best practice integration with marketing</li> <li>Selling skills (communication, verbal and non-verbal)</li> <li>The buying process - Understanding purchasing motivations and buyer types (business to consumer and business to business), customer lifecycle mapping, account management</li> <li>The selling process.</li> <li>Researching the market, finding and qualifying prospects, making presentations and pitches, dealing with objections, closing the sale, negotiation techniques</li> <li>Advanced consultative selling</li> <li>The consultancy cycle, understanding the role of the briefing process, building personal credibility and identifying client needs, interpreting client briefs &amp; developing/scoping/specifying and costing client proposals</li> <li>B2B Sales management and strategy</li> <li>Negotiation for business pitches, proposals and contracts</li> <li>The role of online selling tools and techniques</li> </ul>	

<b>7</b>	<b>Module Learning Outcomes</b> <b>On successful completion of the module, students will be able to:</b>	
	<b>1</b>	Model prospective customers for a given product or service.
	<b>2</b>	Evaluate the needs of the prospect through appropriate questioning techniques.
	<b>3</b>	Design and deliver a compelling business development proposal based upon the identified needs of the prospect

<b>8</b>	<b>Module Assessment</b>		
<b>Learning Outcome</b>		<b>Coursework</b>	<b>Exam</b>
<b>1,2,3</b>		<b>X</b>	<b>X</b>

<b>9</b>	<b>Breakdown Learning and Teaching Activities</b>	
<b>Learning Activities</b>		<b>Hours</b>
<b>Scheduled Learning (SL)</b> includes lectures, practical classes and workshops, as specified in timetable		36
<b>Directed Learning (DL)</b> includes placements, work-based learning, peer group learning, external visits, on-line activity, Graduate+, peer learning, as directed on VLE		60 (which includes 12 hours of online learning)
<b>Private Study (PS)</b> includes preparation for exams		104
<b>Total Study Hours:</b>		200

<b>9</b>	<b>Breakdown Learning and Teaching Activities</b>	
<b>Learning Activities</b>		<b>Hours</b>
<b>Scheduled Learning (SL)</b> includes lectures, practical classes and workshops as specified in timetable		36
<b>Directed Learning (DL)</b> includes placements, work-based learning, peer group learning external visits, on-line activity, Graduate+, peer learning, as directed on VLE		60
<b>Private Study (PS)</b> includes preparation for exams		104
<b>Total Study Hours:</b>		200