Management (Bachelor)

Contents

Behavioural Approaches to Work and Society	
MODULE CODE	BFO0220
CREDIT RATING	30 credits / 15 ECTS
LEVEL	Foundation (FHEQ Level 4)
LEARNING METHODS	Seminars: 72 hours Guided Independent Study: 228 hours
SYNOPSIS	To introduce students to the fundamentals of organisational life looking at the sociological and psychological foundations of employee behaviour in the workplace and the implications this has on managerial practice. Introducing management theory and practice throughout the module, students will explore three major areas of organisational behaviour – individual level (personality, motivation, knowledge and learning), group level (organisational culture, team-working) and the organisational level (leadership, changing world of work, technology). An examination of these three levels will provide an insight into the world of work both for employees and future managers.
OUTLINE SYLLABUS	The module develops students' knowledge of organisational behaviour and provides an opportunity to develop key critical thinking and writing skills as well as various opportunities to work in groups. This will allow students to experience group work and relate this back to their understanding of organisational life and discussions throughout the module as to how people can work effectively together in the workplace to achieve the goals of the organisation. The module will address the following areas: The rational organisation, personality and individual differences, knowledge and learning, motivation and the meaning of work, group/teams, the social organisation, organisational culture, organisational change, leadership, power/politics, changing world of work – class and society, technology and globalisation.
ASSESSMENT TYPE	The learning outcomes will be assessed by: 1. A 20-minute group presentation including time for questions accounting 30% of the module mark 2. A group poster accounting for 20% of the weighting. 3. An individual written assignment (2500 words) accounting for 50% of the weighting.

Personal and Professional Development - CMDA	
MODULE CODE	BFO0222
CREDIT RATING	30 credits / 15 ECTS
LEVEL	Foundation (FHEQ Level 4)
LEARNING METHODS	Student contact: Seminars 32 hrs Guided independent study: 268 hrs
SYNOPSIS	This module focuses on personal effectiveness and the management of self within the workplace. Students will evaluate a range of models and theories such as emotional intelligence, learning styles and time management before applying them through reflection to their own work-based performance. The module will address a range of skills as outlined in the Chartered Management Institute Degree Apprenticeship standards including communication, problem solving and negotiation. The overarching knowledge framework presented supports both skill and personal development to encourage CPD and work-based learning. The nature of the development will ultimately reflect individual learner's academic and workplace challenges at the time of study.
OUTLINE SYLLABUS	The module is designed to develop an awareness of self as well as an understanding of how an individual's actions impact upon others. The module will encourage peer learning and support to understand the use and impact of skills in different working environments. Key concepts relating to personal effectiveness and the management of self and will typically include: • Learning styles • Emotional intelligence • Social intelligence • Active listening and open questioning • Analyse performance in relation to learning and development needs • Stress management techniques • Time management • Goal setting and monitoring progress • Different forms of communication • Maintaining a personal presence • Interpersonal skills – influencing, negotiation and persuasion
ASSESSMENT TYPE	The learning outcomes will be assessed by: 1. A 2000 individual essay accounting for 50% of the module. 2. Chair a 20-minute meeting (either in the workplace or role play if no suitable opportunity is available) accounting for 50% of the module.

Understanding the Organisation's Business - CMDA	
MODULE CODE	BFO223
CREDIT RATING	30 credits / 15 ECTS
LEVEL	Foundation (FHEQ Level 4)
LEARNING METHODS	Student contact: Seminars: 32 hrs Guided independent study: 268 hrs
SYNOPSIS	This module is an introduction to the relationship between the student's employer and their internal and external environment, typically from a managerial perspective. This involves an introduction to the various dimensions of the managerial environment, their impact on the business and the way in which the organisation is managed. The module will naturally feature a large degree of work-based learning, application and assessment. The emphasis is on understanding a wide range of facets of business, and taking a balanced view of the environment, resources and values of the business and how these are both influenced by and influencers of the macro environment. Using case studies and academic models, in addition to reflecting on the organisation's own business context, students will develop an understanding of the challenges, constraints and opportunities faced by the organisation. By the end of the module, students will have an appreciation of the organisation's operating model, key opportunities, challenges and constraints, and the decision-making process. This will enable critical review of the mission, vision and values of the organisation.
OUTLINE SYLLABUS	The module will naturally feature a large degree of work-based learning in order to contextualise learning within the student's organisation. Using case studies and academic models, in addition to reflecting on the organisation's own business, students will learn and develop their analytical and evaluation skills and broader appreciation of the dynamic and permeable organisational environment. Key elements of the module will include: • The macro and microenvironment • Mission vision and values • Identifying and making use of challenges, constraints and opportunities • Operating models and decision making • Business Unit strategies • Sustainability

	• Product portfolio • Performance management • Negotiation A key part of the module is how these elements are mutually linked and how the environment shapes the strategy, which in turn will influence the Mission and values through to business unit priorities, product portfolio, cross functional working and employee engagement.
ASSESSMENT TYPE	1. Written summative assignment (2500 words individual; 3500 words group) related to demonstrating a thorough understanding of the learner's business and relating the key elements of the module to the organisation's business context (70%). 2. A 15-minute presentation of the reflections, lessons learned and good practice principles identified from participating in an extensive in class negotiation role play (30%)

Principles of Marketing - CMDA	
MODULE CODE	BFO0224
CREDIT RATING	30 credits / 15 ECTS
LEVEL	Foundation (FHEQ Level 4)
LEARNING METHODS	Student contact: Seminars: 32 hrs Guided independent study: 268 hrs
SYNOPSIS	This module develops an understanding of the principles of management economics and marketing. It provides business students with a fundamental understanding of marketing principles and practice within a framework that involves students understanding the marketing environment through market research tools. The module is designed to enable students to understand, through research, how marketing activities interact with the marketplace and affect business plans. The module will equip students with the confidence and knowledge to develop an understanding of marketing theory and practice and develop the skills to produce a well-researched marketing plan. It will enable students to understand the behaviour of markets and the responses of businesses to that behaviour through their marketing activities. The module will equip students with the confidence and knowledge to develop an understanding of marketing theory and practice and develop the skills to produce a well-researched marketing plan.
OUTLINE SYLLABUS	The module addresses the development of economic and marketing thought as a concept and a management function. It will provide an introduction to the integration and management of Marketing Communications and Promotions

	from conceptualisation to planning and implementation. Key topics to be considered are; product, production, sales and marketing orientation. Students will analyse the business economic and marketing environment from an internal and external perspective, competition amongst the many and the few and from national and international perspectives.
	Key influences upon the consumer and business buyer decision making process will be considered such as;
	• the market research process such as; primary/secondary research, qualitative/quantitative research, ad hoc / continuous, stages of the research,
	• techniques of market research and planning such as; surveys, interviews, observation, experiments; and the planning and conducting of research, questionnaire design, and sampling.
	• target marketing, segmentation and positioning.
	• managing the marketing mix, product life cycle, new product development, business economic and marketing pricing theory and strategy.
	• planning and managing the promotional mix.
	• distribution and logistics.
	• an introduction to international business economics and international marketing theory.
	The future of marketing in a changing society with new technological challenges will also be considered.
ASSESSMENT TYPE	1. An individual presentation (20 minutes) 40% 2. An individual assignment (3000 words) 60%

Work-based Development 1 - CMDA	
MODULE CODE	BFO0225
CREDIT RATING	30 credits / 15 ECTS
LEVEL	Foundation (FHEQ Level 4)
LEARNING METHODS	Student contact: Workshops 32 hrs Guided independent study: 268 hrs
SYNOPSIS	The module is designed to help learners identify, plan and deliver a work-based project which demonstrates application of learning and development activities against the Chartered Manager Degree Apprenticeship (CMDA) standard, within their workplace. The modules will contribute to developing the portfolio of evidence required for the CMDA End Point Assessment. The module will support students to develop skills in planning, self-assessment, evaluation and reflection. Building on the initial skills audit, the learner will develop plans in partnership with their employer and module leader to enhance their performance in their job role and deliver a

	work-based project with identifiable outcomes for the learner and their organisation. The module enables learners to demonstrate the skills, knowledge and understanding acquired through other modules undertaken during the same year of study. The final assessment will allow learners to identify and reflect upon their work-based project and progress in conjunction with the two modules conducted over the year. Learners will conduct an end of year skills audit as a baseline for the following year's individual learning and development plan and the start of Work Based Development 2.
OUTLINE SYLLABUS	The module will typically run through 32 hours of seminar-based class contact time scheduled throughout the year. It will focus on the knowledge, skills and behaviours outlined in the CMDA standards with specific reference to the other two modules being completed during the year. Graduates should be able to demonstrate a range of cognitive and intellectual skills together with competencies specific to business and management. Students will identify work-based opportunities for self-development and the application of knowledge obtained through the other two modules studied throughout the year. Particular concepts and tools included to facilitate personal development might include, but will not be limited to: • Goal setting and monitoring progress • Time management • Learning logs and diaries • Reflective writing • Problem solving
ASSESSMENT TYPE	Individual report 3,500 words

Organisational Behaviour	
MODULE CODE	BFO0239
CREDIT RATING	20 credits / 10 ECTS
LEVEL	Foundation (FHEQ Level 4)
LEARNING METHODS	Lectures 36 Hours Seminars 12 Hours Guided Independent Study 152 Hours
SYNOPSIS	To introduce students to the fundamentals of organisational life looking at the psychological foundations of employee behaviour in the workplace and the implications this has on managerial practice. Introducing management theory and practice throughout the module, students will explore three major areas of organisational behaviour – individual level

	(personality, motivation, knowledge and learning), group level (organisational culture, team-working) and the organisational level (leadership, changing world of work, technology). An examination of these three levels will provide an insight into the world of work both for employees and future managers.
OUTLINE SYLLABUS	The module develops students' knowledge of organisational behaviour and provides an opportunity to develop key critical thinking and writing skills as well as various opportunities to work in groups. This will allow students to experience group work and relate this back to their understanding of organisational life and discussions throughout the module as to how people can work effectively together in the workplace to achieve the goals of the organisation. The module will address the following areas: The rational organisation, personality and individual differences, knowledge and learning, motivation and the meaning of work, group/teams, the social organisation, organisational culture, organisational change, leadership, power/politics, changing world of work – class and society, technology and globalisation.
ASSESSMENT TYPE	Group Poster (40%) Individual Written Assignment 2,500 words (50%) Personal Development Plan (10%)

Human Resource Management	
MODULE CODE	BFO0240
CREDIT RATING	20 credits / 10 ECTS
LEVEL	Foundation (FHEQ Level 4)
LEARNING METHODS	Lectures: 20 hours Tutorials: 10 hours Guided Independent Study: 170 hours
SYNOPSIS	The purpose of this module is to introduce students to the fundamentals of human resource management. The module will consider different approaches to the study and practice of human resource management. Using relevant theories, research and case studies, the module will explore the history and development of HRM as a way of managing people in the workplace, look at the role HRM plays within organisations, and the relationship between HRM and other organisational actors (e.g. line managers) and organisational outcomes (e.g. productivity). The module will explore the role of HRM in shaping and managing individuals and groups at work from recruitment through to the termination of the employment relationship.

OUTLINE SYLLABUS	The module develops students' knowledge of human resource management and provides an opportunity to develop key critical thinking and writing skills as well as various opportunities to work in groups. This will allow students to experience group work and relate this back to their understanding of employment and organisational dynamics. The module will begin by looking at different approaches to HRM and how these have evolved over time, it will then move to focus on HRM-related topics including recruitment and selection, pay and reward, training and development, employee voice and participation, conflict at work, dignity at work, work-life balance, health and wellbeing, dismissals, and redundancies. The structure of the syllabus will follow the employment relationship from its inception to its end.
ASSESSMENT TYPE	Exam 2 hours

Understanding Business Analytics	
MODULE CODE	BFO0241
CREDIT RATING	20 credits / 10 ECTS
LEVEL	Foundation (FHEQ Level 4)
LEARNING METHODS	Student contact: Lectures 36 hours Workshops/practicals: 12 hours Guided independent study: 152 hours
SYNOPSIS	In this module you will investigate and explore various analytical concepts and the value they provide to organisations. To support this, you will explore the value of analytical data and how this supports the creation of Business Intelligence for decision making. You will investigate different analytical methods and apply them within the business context, looking at strategy, business goals and organisational competitive advantage.
OUTLINE SYLLABUS	Through the completion of this modules you will appreciate environmental issues and their impact on organisations. You will understand the importance of data and how managing this data can help organisations to make decisions. This will be achieved through the analysis and identification of various data management techniques and and how these methods are used to support organisational innovation and growth. You will critically apply various data analytical approaches, and look at the various concepts and current prevailing ideas in data management. In addition, you will investigate some of the key legislative, operational and strategic issues which support the collection and usage of data within a digital business environment. This will be underpinned by looking at both

	internal and external data sets for example from data.gov.uk and the World Bank.
	In order to identify business improvements and to create innovative business approaches this module will support the decision-making process by introducing you to the various online and offline business and revenue models, and their potential to create unique opportunities for innovation and growth. Outline syllabus: • Introduction to data science principles and methods • Principles of modern analytics • Data Analytical strategy • Introduction to apply analytics in the context of business value • Explore the different analytical platforms • Data visualisation software
ASSESSMENT TYPE	Individual presentation (40%) 10 minutes Practical project using data sets (60%) 2,500 words

Understanding Organisational Behaviour	
MODULE CODE	BFO0242
CREDIT RATING	20 credits / 10 ECTS
LEVEL	Foundation (FHEQ Level 4)
LEARNING METHODS	Lectures: 10 hours Workshops: 20 hours Guided independent study: 170 hours Total hours: 200 hours
SYNOPSIS	This module provides you with an introduction to key concepts, theories and research in the field of organisational behaviour. Starting with the important question what is an organisation, this module presents and evaluates up to date research on current knowledge about human and organisation behaviour from the perspective of three levels: individual level (personality, motivation, knowledge and learning), group level (organisational culture, team-working) and the organisational level (leadership, changing world of work, technology). An examination of these three levels will provide an insight into the world of work both for employees and future managers. Emphasis on the module is placed on introducing and applying management theory with a critical perspective adopted throughout. Overall, focus on the module is directed towards equipping you with sufficient knowledge to be able to understand the role of the manager in a contemporary organisation and to critically explore the role

	of influence a range of behaviours have on organisational outcomes.
OUTLINE SYLLABUS	The module develops students' knowledge of organisational behaviour and provides an opportunity to develop key critical thinking and writing skills as well as various opportunities to work in groups. This will allow students to experience group work and relate this back to their understanding of organisational life and discussions throughout the module as to how people can work effectively together in the workplace to achieve the goals of the organisation. The module will address the following areas: Through an introduction to key concepts, theories and research the following areas/questions are representative of themes discussed: 1. What is an organisation? What are the many forms it can take? What influence does this have on organisational life/behaviour? 2. Importance of people in organizations and how organizational structure/culture/design and procedures influence individual and team behaviour? 3. Leadership/followership, Managing change and the impact of technology. What does the future of organisational behaviour hold? 4. Development of the field in relation to changing management practices from the 20th century to modern day and beyond (chronological development). 5. Managing groups and teams and the influence of this on organisational life.
ASSESSMENT TYPE	Group report 3,000 words

ASPIRE 1	
MODULE CODE	BFO0243
CREDIT RATING	20 credits / 10 ECTS
LEVEL	Foundation (FHEQ Level 4)
LEARNING METHODS	Workshops: 24 hours Guided Independent Study: 176 hours Total hours: 200 hours
SYNOPSIS	The ASPIRE modules provide a coherent and progressive framework to support your academic, personal and professional potential. The emphasis in Year 1 is on developing the academic skills you need to engage in your course. In addition, the module will address a broader curriculum of personal and professional development. This will include resilience and wellbeing, professional skills, inclusion and intercultural awareness and enterprise and

	innovation. We will also encourage you to think about the relevance of your course for your future career options. The module is designed to align with the University of Huddersfield's Graduate Attribute Framework. It will introduce you to theories, models and strategies relevant to skill development and success at university and in the workplace. Throughout the module, you will be encouraged to recognise your capabilities, take responsibility for your learning and work effectively with your peers.
OUTLINE SYLLABUS	The syllabus will include: • **A**cademic Skills: The specific topics addressed within Academic Skills strand will be tailored to your course and be designed to support other modules. Transferable academic skills will include academic reading, researching, referencing and digital literacy (Word, PowerPoint and Excel). • **S**ustainable Career Management: personal development planning approaches and tools • **P**rofessional Skills: presentation skills, tools and techniques for prioritising and time management, giving and receiving feedback in different contexts, group work • **I**nclusion and intercultural awareness: self and others • **R**esilience and well-being: strategies for personal resilience • **E**nterprise and innovation: creative thinking
ASSESSMENT TYPE	In-Class Test (20%) 30 minutes Individual coursework (80%) 1,500 words

Business & Management Environment	
MODULE CODE	BFS0011
CREDIT RATING	30 credits / 15 ECTS
LEVEL	Foundation (FHEQ Level 4)
LEARNING METHODS	Lectures: 24 Hours Seminars: 48 hours Guided Independent Study: 228 hours
SYNOPSIS	The module is intended to provide a topical introduction to the UK business environment and how we, individuals can view, interact with and then take our place in business. The aim of this module is to provide a basic understanding of the theory and factors that interact with business and prompt discussions as to how these affect the business organisation, ethics, corporate activities and social responsibility (CSR) and the future consequences on the business environment. Moreover, this module will introduce students to place more emphasis on critical thinking and analytical reasoning of the

	recent business issues and identify and analyse phenomena in the modern business environment. This module includes Personal Development Plan to encourage students to think about their own transferable skills in the context of becoming part of business workforce. through identifying their experience, reflecting on their learning and then record the information so that they can plan towards their goals and aspirations.
OUTLINE SYLLABUS	• Critical thinking and analysis business cases • Learning style and Personal Development Plan (PDP) • Referencing, searching and selecting appropriate materials • Introduction into Business Organisation • Shareholder & stakeholders • Internal Environment of Business Organisation • External Environment of Business Organisation • Business Ethics: Introduction and Philosophies • CSR – An Introduction • Contemporary Issues in Corporate Governance • Sustainability • Globalisation • Contemporary Issues in Supply Chain Management • Prepare for your presentation
ASSESSMENT TYPE	50% 1,500 word individual coursework 40% 10 minute group presentation 10% Personal Development Plan

Responsible Business Enterprise	
MODULE CODE	BFS0012
CREDIT RATING	20 credits / 10 ECTS
LEVEL	Foundation (FHEQ Level 4)
LEARNING METHODS	Lecture 34 hours Seminar: 14 hours Guided Independent Study: 152 hours
SYNOPSIS	This module aims to provide students with an understanding of ethical and corporate social responsibility (CSR) issues encountered by contemporary business enterprises and the planning of new business enterprises aimed at resolving these challenges. Once students have gained insights and skills to identify CSR issues and ethical business challenges, they will be given the opportunity to address these in practice, developing ideas for new business practices, new product development and new venture creation. At an individual level, students will be able to identify and evaluate their own skill development and learning in relation to being responsible and being enterprising in business. This module is part of the University of Huddersfield's commitment to the United

	Nations Principles of Responsible Management Education (PRME).
OUTLINE SYLLABUS	Part I: Business Responsibility and Ethics • Definitional constructs and fundamental principles of corporate social responsibility with specific reference to its historical evolution and theoretical development. • Understanding sustainable development and business sustainability • Corporate social responsibility and social enterprise, and the role of social enterprise in delivering sustainability. • Business ethics, ethical philosophies and ethical decision-making • Individual and organisational factors in ethical decision-making process Part II: Enterprise and Personal Development Planning • Creativity, creative problem solving and looking for enterprising solutions to social/sustainability problems • Learning theories, Action Learning, critical incidents and reflective practice • Working effectively in groups • Pitching and presenting enterprising ideas • Personal and organisational goal setting
ASSESSMENT TYPE	Individual Coursework (40%) 1,500 words Group Presentation (40%) 15 Minutes Personal Development Plan (20%)

Responsible Business Enterprise for Finance	
MODULE CODE	BFS0013
CREDIT RATING	30 credits / 15 ECTS
LEVEL	Foundation (FHEQ Level 4)
LEARNING METHODS	Lecture 24 hours Seminar 48 hours Guided Independent Study 228hours
SYNOPSIS	This module aims to provide students with an understanding of ethical and corporate social responsibility (CSR) issues encountered by contemporary business enterprises and the planning of new business enterprises aimed at resolving these challenges. Once students have gained insights and skills to identify CSR issues and ethical business challenges, they will be given the opportunity to address these in practice, developing ideas for new business practices, new product development and new venture creation. At an individual level, students will be able to identify and evaluate their own skill development and learning in relation to being responsible and being enterprising in business. This module is part of the University of Huddersfield's commitment to the United

	Nations Principles of Responsible Management Education (PRME).
OUTLINE SYLLABUS	Part I: Business Responsibility and Ethics • Definitional constructs and fundamental principles of corporate social responsibility with specific reference to its historical evolution and theoretical development. • Understanding sustainable development and business sustainability • Corporate social responsibility and social enterprise, and the role of social enterprise in delivering sustainability. • Business ethics, ethical philosophies and ethical decision-making • Individual and organisational factors in ethical decision-making process • The role of ethics and corporate social responsibility in the finance sector Part II: Enterprise and Personal Development Planning • Creativity, creative problem solving and looking for enterprising solutions to social/sustainability problems • Learning theories, Action Learning, critical incidents and reflective practice • Working effectively in groups • Pitching and presenting enterprising ideas • Personal and organisational goal setting
ASSESSMENT TYPE	40%　2,000-word individual coursework 40%　20-minute group presentation 20%　Personal Development Plan

Understanding Global Dynamics	
MODULE CODE	BFS1003
CREDIT RATING	20 credits / 10 ECTS
LEVEL	Foundation (FHEQ Level 4)
LEARNING METHODS	Lectures:　　　　　　　　　　　　　　　　10 hours Workshops:　　　　　　　　　　　　　　　20 hours Guided independent study:　　　　　　170 hours Total hours:　　　　　　　　　　　　　　200 hours
SYNOPSIS	In this module, you will explore the pressing global issues, such as globalisation, climate change, the digital age, and sustainability, that businesses are confronted in their operations. Adopting a cross-disciplinary approach, you will gain knowledge and develop a critical understanding of how these issues represent challenges as well as opportunities to business and related organisations. As you progress through the module, you will develop a habit to follow the developments of global events, give them a meaning and consider the causes and consequences of ongoing

	developments. This module is designed to raise your awareness of an increasingly dynamic business environment.
OUTLINE SYLLABUS	Each year topics will be selected based on current global developments to be covered, which may include: 1. Globalisation and anti-globalisation 2. Understanding languages and cultures 3. Climate change 4. Healthcare, wellbeing, and ageing society 5. Geopolitics and democracy 6. Movement of people and human rights 7. Gender, equality and inequality 8. The future of technology and digital transformation 9. Movement of money and the future of finance 10. Conflict and reconstruction 11. The future of business 12. Responsible business and ethics
ASSESSMENT TYPE	Group presentation (40%) 10 minutes Individual portfolio of coursework (60%) 1,000 words

Leading and Managing Change	
MODULE CODE	BIO0160
CREDIT RATING	20 credits / 10 ECTS
LEVEL	Intermediate
LEARNING METHODS	Lectures: 36 hours Tutorials: 12 hours Self-directed Study: 152 hours
SYNOPSIS	The aim of this module is to develop a strong understanding of change processes on personal, organizational, and societal levels so as to enable students to gain knowledge of various theories and models associated with leading and managing change. Using a variety of academic journal articles, business documents, and case studies, students will explore the nature of leadership, management, followership, and change in differing contexts. Students will gain insight into human, organisational, and environmental factors that influence change processes as well as acquire knowledge of strategies by which leaders and managers can influence and facilitate the change process.
OUTLINE SYLLABUS	Main topics are organized as follows: • Leadership, Management and Followership in organizational change • Change: Types, models, theories • Human, organizational, and environmental issues in leading change • Diversity and ethical considerations in change Subtopics may include:

	• Theories
	• The role of different change agents
	• Change strategies
	• Teams and change
	• Power and change
	• Change and learning
ASSESSMENT TYPE	1. An individual digital poster - (1 page of pdf, landscape or portrait) (30%)
	2. An individual report - 2500 words (maximum) (70%)

Management within an IT environment	
MODULE CODE	BIO0216
CREDIT RATING	20 credits / 10 ECTS
LEVEL	Intermediate (FHEQ Level 5)
LEARNING METHODS	Lectures 20 Hours
	Tutorials 10 Hours
	Guided Independent Study 170 hours
SYNOPSIS	This module is designed to introduce students who have not previously studied disciplines associated with business and management to the nature of organisational processes and some of the key issues facing people in the modern world of business, particularly with regard to the consequences arising from information technology (IT) and associated areas. It focuses on the objectives and functions of management and the need for modern organisations to value people and information technology as key managerial resources.
	Aims
	• To examine the nature of management and managerial roles.
	• To introduce the student to the concept of the business organisation as dynamic and changing and to examine the objectives, role and function of organisations.
	• To identify and understand the major organisational scenarios arising from planning and implementation of IT and associated systems.
	• To develop awareness of the effect on organisational processes of IT.
	• To analyse the role of IT and other key elements in planning, managerial decision making and measuring performance.
	• To understand the role of IT and other factors when formulating strategy, organising and managing change.

	• To recognise the strategic importance of people and IT as organisational resources and to appreciate the importance of managing for quality.
OUTLINE SYLLABUS	• Managers, organisations and management. Types of managers and managerial roles. Managerial effectiveness and efficiency. Motivation, performance and satisfaction; communication; leadership and management. Groups and teamwork. Ethics and social responsibility. • Information systems planning. Information systems and people. Models of organisational IT maturity. Infrastructure considerations. Operational Systems: transaction processing, ordering, processing, purchasing, accounting, ERP. • IT, planning and the management process: stages and levels of planning and goal setting; basic planning techniques. Managerial decision making: the decision making process. Management Information and Decision Support Systems. The role of management support, control and associated IT systems. • Organisations as systems. Organisation structures, functions, cultures and control; new forms of organisations. Learning, development and knowledge management. Pervasive computing. • The role of IT in managing for quality: quality management and customer service; concept of quality in service and manufacturing organisations. • Introduction to strategy: basic models of strategy: competitive advantage, IT and strategy. Managing change and conflict: objectives of change: resistance: approaches to introducing change
ASSESSMENT TYPE	Case Study based group presentation of a digital poster (40%) 5 Minutes One case study-based individual assignment (60%) 2000 words

Management Skills for Personal Development and Employability	
MODULE CODE	BIO0222
CREDIT RATING	30 credits / 15 ECTS
LEVEL	Intermediate (FHEQ Level 5)
LEARNING METHODS	Lecture: 30 hours Seminars: 18 hours

	Guided Independent Study: 252 hours
SYNOPSIS	The focus of this module is to enable students to develop skills for employability to support the application for and entry into work. The module utilises a range of tools developed by the University of Huddersfield Careers service which will enable students to effectively focus upon career planning, employability and personal development. During the module students are expected to develop a number of specified management skills, personal and generic skills some of which may be related to knowledge provided in other modules. The overarching framework presented supports processes of skills and personal development to encourage CPD and the development of an analytical record of learning. Students will explore and practice a range of management and personal skills over the academic year from which they will complete a learning log to demonstrate their learning and the relevance to their own professional development. The focus of term two will be a group project applying the skills and knowledge developed in term one. Projects should be completed in a responsible manner.
OUTLINE SYLLABUS	**Management Skills Development** The module will focus upon developing a range of skills for employability including: Communication – personal, organisational, networking and presentation skills including communicating orally; negotiation and influencing others; leadership and managing others; handling conflict; effective team working, supporting and motivating others, building rapport; Chairing meetings & co-ordinating discussions; creativity, project management and risk management. **Careers Planning** The careers module by the University of Huddersfield Careers Service alongside a module workbook will provide the framework within which students will focus upon preparing for starting their career upon graduation including: job search, developing CV's and applications, the employer selection processes, planning for your future A number of practical activities will be undertaken which will form the basis of an individual development portfolio. Current recruitment techniques used by industry will be integrated into the module providing the opportunity for students to experience these in preparation for graduate employment.

ASSESSMENT TYPE	1. A 2000 word critical evaluation of own learning and development supported by evidence from a personal e-portfolio (Weighted 50%) 2. A group report demonstrating ability to manage and deliver a live project and implement key transferable skills (word count 3000 words) (Weighted 50%)

Human Resource Skills for Personal Development and Employability	
MODULE CODE	BIO0223
CREDIT RATING	30 credits / 15 ECTS
LEVEL	Intermediate (FHEQ Level 5)
LEARNING METHODS	Seminars 48 hours Guided Independent Study 252 hours
SYNOPSIS	The focus of this module is to enable students to develop skills for employability to support the application for and entry into work. The module utilises a range of tools developed by the University of Huddersfield Careers Service which will enable students to effectively focus upon career planning, employability and personal development. During the module students are expected to develop a number of specified skills, including HR, personal and generic skills some of which may be related to knowledge provided in other modules. The overarching framework presented supports processes of skills and personal development to encourage continual professional development (CPD) and the development of an analytical record of learning. Students will explore and practice a range of HR and personal skills from which they will complete a learning log to demonstrate their learning and the relevance to their own professional development. In term two students will work on a group project applying the skills and knowledge developed in term one.
OUTLINE SYLLABUS	**Skills Development** The module will focus upon developing a range of skills for employability including: Communication – personal, organisational, networking and presentation skills; negotiation and influencing others; leadership and managing others; handling conflict; effective team working, supporting and motivating others, building rapport; Chairing meetings & co-ordinating discussions, creativity, project management and risk management. **Careers Planning** The careers module by the University of Huddersfield Careers Service will provide the framework within which students

	will focus upon preparing for starting their career upon graduation including: developing CV's and applications, the employer selection processes, planning for your future. A number of practical activities will be undertaken which will form the basis of an individual development portfolio.
ASSESSMENT TYPE	Individual Learning Portfolio (50%) 5,000 words Presentation of the groups project work (50%) 30 minutes

Management Research Methods and Decision Making	
MODULE CODE	BIO0224
CREDIT RATING	30 credits / 15 ECTS
LEVEL	Intermediate
LEARNING METHODS	Student Contact: 60 Hours Guided Independent Study: 240 hours
SYNOPSIS	This module develops students' higher level research and analytical skills, preparing them a) to undertake a project or dissertation in the final year of study b) to make business decisions drawing on research-based reporting and c) for the deeper critical analysis of research-based literature required for all final year modules.
OUTLINE SYLLABUS	The core objective is to provide students with the knowledge, skills and confidence to be able to investigate and report on key management issues and to make judgements about the quality of research presented in academic literature and in business reports. This will involve a structured approach to the research problem and will be taught in three parts: a) reading, interpreting and evaluating other people's research, b) planning your own research, c) doing and presenting your own research Students will be introduced to the concept of research, and exposed to a range of research paradigms. This will provide a theoretical grounding for the subsequent topics that will be based on the classic research process. This involves: decisions about identification and analysis of literature; research question identification; the, choice of methodology and the use of appropriate data collection and analysis techniques; presentation, interpretation and discussion of findings; drawing conclusions and developing recommendations if appropriate.
ASSESSMENT TYPE	1. Individual coursework (30%) 1,500 words 2. Group coursework (40%) 2,000 words 3. Group presentation (30%) Up to 15 slides or equivalent for a 10 minute, presentation at the end-of-module research conference
Work, Society and Organisations	
MODULE CODE	BIO0225

CREDIT RATING	30 credits / 15 ECTS
LEVEL	Intermediate (FHEQ Level 5)
LEARNING METHODS	Seminar 48 hours Guided Independent Study 252 hours Total 300 hours
SYNOPSIS	This module analyses the fundamentals of sociological and psychological influences on people in organisations and the way these effect their functioning. It will develop knowledge and understanding of management theory and practice; covering the three major areas of organisational behaviour- individual level, group level and organisational level. It will also examine the changing world of work for employees and potential managers.
OUTLINE SYLLABUS	The Context of Business and Society The study of sociology, psychology and anthropology that helps us understand the world of work. Historical developments in Society and management An appreciation of the context of business, demographic change and its impact on work Historical developments in work in the context of social change and the way this works in terms of management theories. Developments in management theories and schools of thought including Taylorism, and Scientific management, Fordism, Japanese way of working, Systems approach and Contingency. Changing societal attitudes and trends. National and international cultures, diversity and globalisation The Individual at Work and Individual Orientations to Work Orientations to work. Personality determinants, types and traits. Alienation and needs from and at work. The place and significance of monetary reward in the motivational process. Learning theories – intelligence, aptitude and ability, perception. Individual decision making. Stress and the individual Needs for achievement, power and affiliations and their measurement. Classic needs theory: Maslow, Alderfer, McGregor. Other motivational theory: Herzberg, Two Factor Theory; J Stacy Adams and Equity Theory and Victor Vroom's Expectancy Theory and further developments. Enhancing employee motivation. Adjusting jobs to the needs of employees; enlargement, enrichment, rotation. Performance at work. Performance related pay.

	Managerial Work

The nature of managerial work. Functional Management and the Management Cycle. The management of performance, targets and objectives. The functions and dysfunctions of business organisations to include management responses to stress, leadership, groups, group and managerial decision making. Power, politics and conflict.- differences between competition and conflict The main functional areas of business. And how organisations may be structured around these areas. Professionalism and the role of professional bodies for managers.

The Macro Organisational Context: Organisational Change and Flexibility

Organisational structure and design; systems of control, organisational culture, communication; organisational change and development. Features affecting organisational change and flexibility. Planning for change. Resistance to change. The changing world of work and the effects of macro organisational features on group and individual |
| ASSESSMENT TYPE | Individual Essay (40%) 2,500 words
Group Report (40%) 3,000 words
Presentation on the report findings, based on an investigation into an organisation of their choice (20%) 20 minutes |

Real World Business Issues	
MODULE CODE	BIO0226
CREDIT RATING	20 credits / 10 ECTS
LEVEL	Intermediate (FHEQ Level 5)
LEARNING METHODS	Lectures: 36 hours
Tutorials: 12 hours
Guided Independent Study: 152 hours
Total hours: 200 hours
SYNOPSIS	Modern organisations are routinely impacted by a multitude of current issues that are diverse and dynamic in nature. These have the potential to significantly influence people in organisations and their performance. These 'issues' include current events, changing nature of work, political and regulatory issues, technology, diversity, globalisation among others. By their nature, problems in these domains cannot often be easily defined and require determined engagement by managers. In meeting this need, this module lets you engage with these issues in an applied manner designed to

	equip you with the ability to develop a critical awareness and understanding of some of the most prevalent problems 21st century businesses face.
OUTLINE SYLLABUS	In this module, we will explore some of the most important issues modern organisations face in a critical and applied manner. Here you will get an opportunity to develop and demonstrate key critical thinking and writing skills as well as various opportunities to work in groups. In addition, you will study how people can work effectively together in the workplace to achieve the goals of the organisation. Indicative Topics 1. Environmental Uncertainty 2. Globalisation & Boundary Management 3. Changing Nature of Business 4. Workforce Changes 5. Innovation & Creativity 6. Workplace Diversity 7. Technology and Data 8. Issues in Value Creation 9. Sustainability 10. 21st Century Strategic Issues
ASSESSMENT TYPE	Group Poster Presentation (50%) 10 minutes Individual Report (50%) 2,500 words

Human Resource and Project Management Skills for Supply Chain Managers	
MODULE CODE	BIO0250
CREDIT RATING	30 credits / 15 ECTS
LEVEL	Intermediate (FHEQ Level 5)
LEARNING METHODS	Seminars: 48 hours Guided Independent Study: 252hours
SYNOPSIS	The focus of this module is to enable students to develop their Human Resource (HR) and project management skills within the profession of supply chain and logistics management. Through lectures, tutorials, study of case study materials and the use of a range of tools and techniques, students will develop their understanding of HR and project management and their application within the Supply Chain. Personal and generic skills will also be developed, some of which will be related to knowledge provided in other modules. Assessment will be through submission of a portfolio of evidence and presentation of group project work. The overarching framework presented supports the project management process and HR skills required for the industry sector of Supply Chain Management in relation to the key

	phases within a project's life cycle, as well as the management of resources and role/requirements of today's Supply Chain Managers. The module's HR element focuses on the relationships both inside and outside such projects in terms of management theory related to leadership, motivation, team working and organisational structures. Students will explore and practice a range of management and personal skills over the academic year from which they will complete a learning log to demonstrate their learning and the relevance to their own professional development of the skills they have developed. The focus in term two will be a group project applying the skills and knowledge developed in term one. This module will demonstrate the contribution that HR and project management can make to the successful management of the supply chain in a rapidly changing environment.
OUTLINE SYLLABUS	Management Skills Development • To introduce the process of HR and project management in a Supply Chain Management context. • To introduce the value of recognition and HR factors within a project team. • To introduce a current and recent resource based view in the field of project management. • To develop supply chain design through project management, creating a framework for project planning and control that enables supply chain managers to scope resources and HR capabilities effectively. • To explore the relationship of project management to general/line management and management theory related to HR, leadership, motivation, team working and organisational structures, etc. • To identify the main phases in a project's life cycle and the HR role/requirements of project management and the project manager in those phases. • To identify the motivation factors and the drivers and development tools within Supply Chain projects in terms of motivators and hygiene factors. • Communication – personal, organisational, networking and presentation skills; negotiation and influencing others; leadership and managing others -handling conflict; effective team working, supporting and motivating others, building rapport; Chairing meetings & co-ordinating discussions; creativity, project management and risk management.
ASSESSMENT TYPE	Individual Learning portfolio (70%) 5000 Words Group Assessment (30%) 20-30 Minutes

Creating and Leading Enterprise	
MODULE CODE	BIO0251
CREDIT RATING	20 credits / 10 ECTS
LEVEL	Intermediate (FHEQ Level 5)
LEARNING METHODS	Student contact: Lectures: 20 hrs, and Tutorials: 10 hrs Guided independent study: 170 hrs
SYNOPSIS	The focus of this module is to enable students to develop knowledge of entrepreneurship and enterprise and to make them aware of the role and the impact SMEs have on a country's economy. It will encourage students to be creative and innovative as well as leading an 'organisation' in bringing a product to market through the stages and steps required to enable this to materialise.
OUTLINE SYLLABUS	The module is divided into two sections firstly developing student's knowledge of enterprise and being an entrepreneur before having an opportunity to practice these skills on a 'live' project. This will allow students to identify and understand how enterprise opportunities are created before leading their implementation. The module will address the following areas: Enterprise, Business Planning, the role of SMEs in their business context, project management for enterprise, forecasting, strategic human resource management, business operations, control and reporting, managing and leading enterprise. The relationship between strategy and planning for SME's will be explored along with methods to undertake an internal and external stakeholder analysis.
ASSESSMENT TYPE	Group presentation pitch of a business idea as part of a 'demo day event' (40%) 10 minutes (Group presentation) Individual Business Model Report (60%) 1500 words

People and Organisations - CMDA	
MODULE CODE	BIO0252
CREDIT RATING	30 credits / 15 ECTS
LEVEL	Intermediate (FHEQ Level 5)
LEARNING METHODS	Student contact: Seminars 32 hrs Guided independent study: 268 hrs
SYNOPSIS	The overall aim of the module is to introduce, critically analyse and evaluate key elements of Human Resource Management and Organisational Behaviour to enable effective deployment of people within organisations. The organisation will be viewed as a highly interrelated and interdependent system. Attention will be given to the characteristics and processes within the organisation,

	specifically, the leader/manager's role, individual differences and group behaviour. This is viewed from the perspective of (and the relevance to) the practicing and developing manager, with consideration of the need for balance with other organisational aims and objectives.
OUTLINE SYLLABUS	The module considers the organisation as a complex social system. Focus will be given to understanding how people are managed within this social system. Specific areas to be covered are; • The nature of leadership and management and the role played by both • Characteristics of organisations: mission, structure, culture, managing change. • Leading and managing individuals: motivation, coaching, development, managing performance. • Leading and managing teams: group dynamics, power and influence, decision making, handling conflict. • Employee welfare: legal requirements, health and safety requirements, well being
ASSESSMENT TYPE	A 4,000 word individual piece of coursework which is weighted at 100% all learning outcomes.

Project and Operations Management - CMDA	
MODULE CODE	BIO0253
CREDIT RATING	30 credits / 15 ECTS
LEVEL	Intermediate (FHEQ Level 5)
LEARNING METHODS	Student contact: Seminars 32 hrs Guided independent study: 268 hrs
SYNOPSIS	The operations function is central to the effectiveness of any organisation because it is responsible for delivering the final product/service to the customer. In order to manage change in organisations students need to understand the main concepts associated with this area of management to assist them adjusting to such a role within a receiving organisation. Operations Management is a broadly based subject area. It concerns the management of the assets, processes and resources that are used to produce goods and/or services. Nearly every organisation therefore, requires the skills of Operations Managers in transforming its inputs, which might include materials, energy, information, patients, into outputs in the form of goods and services. In addition to these, individuals need to have project management skills and knowledge. Students need to be aware of relevant practical and intellectual concepts that are utilised in this area to achieve a satisfactory project outcome. The module provides them with an opportunity to achieve

	this so that any receiving organisation can utilise the student within a project environment.
OUTLINE SYLLABUS	The module aims to help students to gain an understanding of some key areas of operations management. It will demonstrate how some of the major elements concerned with the production of goods and services are shaped in today's organisations through effective operations management. This is an introductory course and the range of topics covered will be broad: it is designed to give students a general introduction to some of the many topics that come under the general heading of 'Operations Management'. The module will also introduce students to the concept of project management considering the following areas: • Stages in a project • Modelling projects • Project teams • Objectives, aims and milestones, types of projects • The role of a project leader • Project reviews • Project failure
ASSESSMENT TYPE	1. Small group-based poster. Assessment of a project element based on a theoretical perspective from an operations project. (25%) 2. Individual written report of a current issues in an operations project management case study (75%) - Report 4,000 words

Work-based Development 2 - CMDA	
MODULE CODE	BIO0255
CREDIT RATING	30 credits / 15 ECTS
LEVEL	Intermediate (FHEQ Level 5)
LEARNING METHODS	Student contact: Workshops 32 hrs Guided independent study: 268 hrs
SYNOPSIS	The module enables learners to demonstrate the skills, knowledge and understanding acquired through other modules scheduled to be undertaken during the same year of study. It is designed to further support learners to work with their organisations to identify, plan and deliver a project which demonstrates application of learning against the Chartered Management Degree Apprenticeship (CMDA) standards. Having identified a project, learners will use their initial skill scan and end of year 1 skills audit as a starting point for the identification and agreement of work-based learning objectives, including clear learning plans that reflect the learning that is being applied from this and the other modules being taught in the same academic year.

	Students will conduct an end of year skills audit as a baseline for the following year's individual learning and development plan and the start of the Work Based Project.
OUTLINE SYLLABUS	The module will typically run through 32 hours of seminar-based class contact time scheduled throughout the year. It will focus on the knowledge, skills and behaviours outlined in the CMDA standards with specific reference to the other two modules being completed during the year. Graduates should be able to demonstrate a range of cognitive and intellectual skills together with competencies specific to business and management. Learners will identify work-based opportunities for self-development and the application of knowledge obtained through the other two modules studied throughout the year. Particular concepts and tools included to facilitate personal development might include, but will not be limited to: • Learning styles • Critical incident analysis • Learning logs and diaries • Reflective writing • Problem definition • Problem solving
ASSESSMENT TYPE	Individual report 3,500 words

Advanced Organisational Behaviour

MODULE CODE	BIO0257
CREDIT RATING	20 credits / 10 ECTS
LEVEL	Intermediate (FHEQ Level 5)
LEARNING METHODS	Lectures: 20 hours Tutorials: 10 hours Guided independent study: 170 hours Total hours: 200 hours
SYNOPSIS	Modern businesses operate in dynamic and fast-paced environment. In this turbulent setting, businesses require highly effective global professionals performing at their best. Our aim in this module is to get you one-step closer to becoming such a highly effective modern professional by exposing you to advanced leading edge concepts, theories, and research in the field of organisational behaviour. Here, you will critically analyse ways in which the understating of organisational behaviour can be applied in real-world settings. This would include latest debates, nuances, and developments in the field of organisational behaviour at micro/meso & macro levels of analysis. Having completed this

	module, you will have a comprehensive understanding of the causes, mechanism, outcomes & the dynamics at play in modern organisations.
OUTLINE SYLLABUS	In this module, we will explore advanced concepts in organisational behaviour. These concepts will mainly come from the areas listed below. Here you will get an opportunity to develop and demonstrate key critical thinking and writing skills as well as various opportunities to work in groups. In addition, you will critically study how people can work effectively together in the workplace to achieve the goals of the organisation. • Thinking lenses: systems thinking, contingency, chaos, paradox, configuration, management control, evolutionary, etc. theories • The organisational context: environment, technology, culture • Individuals in the organisations: learning, personality, communication, perception, motivation • Groups and teams in the organisation: formation, structure, teamworking • Management, organisation and leadership: work and organisational design, change management, decision making, conflict, power and politics
ASSESSMENT TYPE	Essay 2,500 words

Leadership: Theory and Practice	
MODULE CODE	BIO0258
CREDIT RATING	20 credits / 10 ECTS
LEVEL	Intermediate (FHEQ Level 5)
LEARNING METHODS	Lectures: 20 hours Seminars: 10 hours Guided independent study: 170 hours Total hours: 200 hours
SYNOPSIS	The module is designed to provide you with an understanding of the challenges faced by those involved in leading organisations. You will learn models, theories and research in the area of leadership, before looking at how leadership is enacted or applied. Approaches to understanding and improving leadership will be introduced and developed over the course of the programme of study.
OUTLINE SYLLABUS	Initial elements of the modules content provide an insight into what leadership is and the role and challenges of leading. Subsequent weeks will focus on examining the relationship between leaders and followers, particularly with respect to issues of power and influence. Content in

	term two will provide an applied insight into leadership in practice. Topics include: 1. Leadership defined and described 2. Leadership approaches 3. Theories of leadership 4. Motivation factors and team dynamics 5. Women and leadership 6. Culture and leadership 7. Leadership ethics 8. Self-analysis of leadership styles
ASSESSMENT TYPE	Open-book examination 2.5 hours

ASPIRE 2	
MODULE CODE	BIO0259
CREDIT RATING	20 credits / 10 ECTS
LEVEL	Intermediate (FHEQ level 5)
LEARNING METHODS	Workshops: 24 hours Guided Independent Study: 176 hours Total hours: 200 hours
SYNOPSIS	The ASPIRE modules provide a coherent and progressive framework to support your academic, personal and professional potential. The emphasis in Year 2 is on developing your knowledge, skills and experience to develop your professional profile. A centrepiece of the of the module is a live project or real business challenge, relevant to your award. Working with your peers, you will build on knowledge and skills developed in Year 1 to respond to a project-brief that will complement your year 2 modules. In line with the ethos of ASPIRE, we will continue to provide an inclusive environment that emphasises the importance of individual resilience and wellbeing at this mid-point of your studies and prepares you for your placement year or final year.
OUTLINE SYLLABUS	The syllabus will include: 1. **A**cademic Skills: The specific topics addressed within Academic Skills strand will be tailored to your course and be designed to support other modules. 2. **S**ustainable Career Management: professional profile development, personal branding 3. **P**rofessional Skills: networking, presentation skills, problem solving, report writing 4. **I**nclusion and intercultural awareness: self and professional cultures 5. **R**esilience and well-being: strategies for sustaining personal resilience

	6. **E**nterprise and innovation: idea generation and presentation in an enterprising environment
ASSESSMENT TYPE	Individual reflective report and portfolio evidence 2,500 words

	Business Research Skills
MODULE CODE	BIO0260
CREDIT RATING	20 credits / 10 ECTS
LEVEL	Intermediate
LEARNING METHODS	Lectures: 10 hours Workshops: 20 hours Guided independent study: 170 hours Total hours: 200 hours
SYNOPSIS	This module will enable you to conduct and use research that informs real world business decisions. You will be given the opportunity to develop your higher level research and analytical skills and this will act as a strong foundational preparation for the undergraduate dissertation you can choose to take in your final year. You will also learn to distinguish strong from weak research which will allow you to make better quality business decisions in the future. Being able to fully appreciate research methodology as reported in academic journal articles will further provide you with the knowledge you need to deepen your critical analysis of the research-based literature when writing essays and other pieces of coursework in the remainder of your course.
OUTLINE SYLLABUS	The core objective is to provide students with the knowledge, skills and confidence to be able to investigate and report on key management issues and to make judgements about the quality of research presented in literature and in business reports. This will involve a structured approach to investigating business issues. Topics covered include: 1. The importance of evidence in business decision-taking 2. The research process 3. Scoping the research problem 4. Theory-building and theory-testing 5. Conducting literature searches and reviews 6. Research strategies, approaches and designs 7. Qualitative and quantitative data collection and analysis methods 8. Interpretation and presentation of data 9. Research dissemination (writing dissertations and business reports, presenting conference papers and posters) 10. The importance of ethics in research

ASSESSMENT TYPE	Individual presentation (20%) 3 mins
	Individual coursework (80%) 2,000 words

Business Creation and Development	
MODULE CODE	BIO0261
CREDIT RATING	20 credits / 10 ECTS
LEVEL	Intermediate (FHEQ level 5)
LEARNING METHODS	Lectures: 20 hours Tutorials : 10 hours Guided Independent Study: 170 hours Total hours: 200 hours
SYNOPSIS	In undertaking this module, you will explore the theory and practices that inform and enable business start-up and small enterprise development. We will follow the entrepreneurial journey in four phases; creativity and conceptualising the business; understanding context; opportunity spotting and scoping; and business model development. We will use case studies to explore entrepreneurial practices in a variety of contexts. You will appreciate the personal and contextual drivers and challenges faced by those motivated set up enterprises. You will also experiment with opportunity spotting and the formulation of a business model, thus understanding the practice and theory of new venture creation, from ideation to creating a business enterprise.
OUTLINE SYLLABUS	1. Curiosity, creativity and ideas for start up 2. Effectuation and causation 3. Reframing the business proposition 4. Nascent entrepreneurs and new venture creation 5. The entrepreneurial journey (understanding business start-up in space and time) 6. Problem based thinking / design thinking / ideation and iteration 7. Opportunity development and the circular economy 8. Business model canvas / Blue Ocean Canvas 9. Lean start up 10. Resource based view of the firm 11. Social capital, stakeholder management and family enterprise 12. Entrepreneurial learning for employability, enterprise and entrepreneurship 13. Pitching and presenting ideas for impact
ASSESSMENT TYPE	Group presentation pitch of a business idea as part of a 'demo day event' (40%) 10 minutes (Group presentation) Individual Business Model Report (60%) 1,500 words

Managing People	
MODULE CODE	BIO0262
CREDIT RATING	20 credits / 10 ECTS
LEVEL	Intermediate (FHEQ Level 5)
LEARNING METHODS	Lectures: 10 hours Workshops: 20 hours Guided independent study: 170 hours Total hours: 200 hours
SYNOPSIS	In undertaking this module you will explore the theory and practices that inform and enable management of people within organisations. 'People are our greatest asset' is often said in organisations, but how do you get the best out of your best asset? In undertaking this module, you will explore that creating an environment where people want to work and feel rewarded by their work is one of the biggest differences a manager can make to their organisation. Moreover, in a time when new tech-based advances can be accessed (and downloaded) almost instantaneously across the world, people are increasingly the one differentiator that companies can have that makes them unique and puts them ahead of their competition. But they are also often a business's largest cost. So, effective people management is important in any type of organisation. Therefore this module will help you look at the importance and benefits of good people management. It will also help you consider the challenges of delivering value creating HR practices both in a conventional business, and now in the increasingly diverse organisation with many forms of contract relationship, locations, and remote working.
OUTLINE SYLLABUS	1. The forces and drivers shaping people management 2. Aligning people management with organisational goals 3. Understanding the people you manage as individuals, groups and teams 4. What employers and employees want / need / expect from each other 5. Ethics in people management 6. Creating employee voice and engagement in the workplace 7. Creating the best structure for the people and their work 8. Best practice versus best fit HRM 9. Developing people policies – strategic choices 10. Managing colleagues and bosses
ASSESSMENT TYPE	Individual case study assignment (50%) 1,000 words Group presentations (50%) 15 minute presentation

Human Resource Management, Practice and Theory	
MODULE CODE	BIO0263
CREDIT RATING	20 credits / 10 ECTS
LEVEL	Intermediate (FHEQ level 5)
LEARNING METHODS	Lectures: 20 hours Tutorials: 10 hours Guided Independent Study: 170 hours Total hours: 200 hours
SYNOPSIS	Human Resources (HR) professionals need to understand key developments in the business and external contexts within which HR operates. This module enables learners to identity and review the business and external contextual factors affecting organisations today. The module will equip you with intermediate HR practical skills and the theoretical understanding to assess the impacts of these factors on the HR function as well as the impact on the wider organisational context. The module also examines HR's role in responding to the emerging challenges in the world of work and encourages students to adopt a critical perspective of these contexts in order to provide workable organisational and HR solutions to address them. In doing this, students will review theories, models and strategies relevant to contemporary and emerging issues in the workplace. Throughout the module, students will be encouraged to recognise your capabilities, take responsibility for your learning and work effectively with your peers.
OUTLINE SYLLABUS	The syllabus will include: • Independent learning skills, including research skills and digital literacy • Exploring and understanding the changing nature of the world of work • Exploring and understanding the contemporary business issues affecting organisation and the impact on HR • Exploring and understanding the main external factors affecting organisations and the impact on HR • Exploring and understanding the development of organisational and HR strategy development • Exploring and understanding how to identify and respond to changes in the business environment.
ASSESSMENT TYPE	Individual assignment (60%) 1,500 words Group project (40%) 10 minutes

Small Business Enterprise and Planning	
MODULE CODE	BIS0009
CREDIT RATING	20 credits / 10 ECTS
LEVEL	Intermediate (FHEQ level 5)
LEARNING METHODS	Lectures: 20 hours Tutorials: 10 hours Guided Independent Study: 170 hours
SYNOPSIS	Business Planning: Understanding the relationship between strategy and planning. Identifying the best tools and techniques to use in the production of a business plan. Including methods of internal and external analysis. Understanding the role and methods of forecasting and the different methods of planning. SME Management: The nature, structure and environment of the SME. Comparison to the one-person business and the micro business. Marketing vs. Entrepreneurial vs. Quality orientation. SME managerial competencies and a comparison with entrepreneurial competencies.
OUTLINE SYLLABUS	Business Planning: The relationship between strategy and planning; setting targets and performance standards for profit making and non-profit making organisations; simple forecasting; cash flow forecast; financing the plan; alternative sources of finance; assessing viability of the long term projections (profit and loss and balance sheets). Producing a business plan; integrating the activities of marketing, purchasing, manufacturing and human resources; relating the sub-objectives to the overall plan objectives. The tools and techniques used in internal and external analysis to identify areas of strengths and weaknesses, opportunities and threats. Monitoring and control systems; periodic reviews; contingency planning. SME Management: The student will progress sequentially through a business development cycle – opportunity recognition, product/service selection; competency assessment and development; network development; advisor relationships; understanding and managing the SME life cycle; nurturing an appropriate entrepreneurial culture; monitoring, controlling and forecasting; appropriate growth strategies, surviving crises; developing through franchising. Defining and categorising small business, the particular environment, opportunities and threats germane to the SME. Looking at the following areas.

	Entrepreneurship and the SME; the marketing/entrepreneurship interface. Entrepreneurial, marketing and quality orientations. SME competencies and the particular competencies for the entrepreneurial SME. The importance of networking. The business development model elaborated.
ASSESSMENT TYPE	Group presentation pitch of a business idea (40%) Individual Business Model Report (60%)

Management and Research Methods	
MODULE CODE	BIS0010
CREDIT RATING	20 credits / 10 ECTS
LEVEL	Intermediate (FHEQ level 5)
LEARNING METHODS	Lectures: 10 hours Workshops: 20 hours Guided Independent Study: 170 hours
SYNOPSIS	This module develops student's higher level research and analytical skills, introducing them to the concepts involved in decisions that need to be made at each stage of the research process. The main underlying objective is to prepare students for their dissertation in their final year of study and as such expose them to the complete research process.
OUTLINE SYLLABUS	The core objective of the module is to provide students with the knowledge, skills and confidence to be able to investigate and report on key business issues. This will involve a structured approach to the research problem by indicating how the potential research gaps can be identified and reported by selecting the appropriate supporting literature via the use of online databases. Students will be introduced to the APA7th referencing style in order to effectively reference the required source material. The module will outline the basic steps in the formulation of the aim, research questions and research objectives, the way in which these should be used to determine the appropriate research strategy, and how these three interrelate in order to suggest applicable research techniques. Particularly, students will be introduced to the concept of research by being exposed to the research philosophy (positivist and constructivist paradigms and more recent developments in pragmatic perspectives), research approach (deductive and inductive) and research methods (quantitative and qualitative). Emphasis will be placed on sampling techniques (including reporting of sample size and characteristics), data collection and data analysis by the use of specific software tools. The module will also emphasise on the creation of the conceptual

	model for both quantitative and qualitative methods based studies. It will explain the process in hypotheses formulation and their link to the conceptual model and research questions/objectives for the quantitative methods based studies. Students will also be made aware of the ethical considerations concerning research. The presentation, interpretation and discussion of the findings in an appropriate and professional manner both for academic and business purposes will be discussed in detail. This will be supported by a holistic perspective of what research limitations stand for and how these are related to future research propositions. The above will provide a theoretical grounding for the subsequent topics that will be based on the classic research process and standard dissertation structure.
ASSESSMENT TYPE	Assignment 1: 3 minute individual presentation weighted at 20%. Assignment 2: 2,000 word individual coursework weighted at 80%.

Managing International Business	
MODULE CODE	BIS0016
CREDIT RATING	20 credits / 10 ECTS
LEVEL	Intermediate (FHEQ level 5)
LEARNING METHODS	Seminars: 48 hours Guided Independent Study: 152 hours
SYNOPSIS	Students will learn how decision-makers are affected by forces arising at the international level and the opportunities and threats which arise from the existence of such forces.
OUTLINE SYLLABUS	The module is designed to develop the knowledge and understanding of the external environmental aspects and major issues that businesses are confronted with when operating in international markets. It is devoted to the theoretical and practical aspects in managing international business. The module includes an introduction to international business principles, including environment and strategy; international marketing, international HRM, international logistics and international finance.
ASSESSMENT TYPE	Individual Assignment (50%) 2,000 words Exam – Open Book (50%) 2 hours

Cross Cultural Management	
MODULE CODE	BIS0017

CREDIT RATING	20 credits / 10 ECTS
LEVEL	Intermediate (FHEQ level 5)
LEARNING METHODS	Lectures: 20 Tutorials: 10 Guided Independent Study: 152
SYNOPSIS	In today's globalised world, a large majority of companies have branch offices and subsidiaries dispersed across countries, cultures and time zones. Managers of these companies are increasingly engaging in business activities with people from different cultural backgrounds. The ability to navigate across cultures has become a desirable quality for all internationally active companies and institutions. This module aims to equip students with the essential knowledge in cross-cultural management and develop their skills and competence in dealing with intercultural situations. Studying this module will create a solid basis for operating management tasks at an international level.
OUTLINE SYLLABUS	1. Culture and its relevance to individuals and management 2. Theoretical frameworks of culture 3. Culture and management style 4. Indigenous aspects of cross cultural management 5. Developing cultural competencies 6. Culture and Organisational Behaviour, including communication, negotiation, teamwork, leadership, and motivation
ASSESSMENT TYPE	Individual Presentation (20%) 3 minutes and 3 minutes for Q&A Individual Coursework (80%) 2,000 words

International Business	
MODULE CODE	BIS0018
CREDIT RATING	20 credits / 10 ECTS
LEVEL	Intermediate (FHEQ level 5)
LEARNING METHODS	Lectures: 20 hours Tutorials: 10 hours Guided independent study: 170 hours Total hours: 200 hours
SYNOPSIS	Globalisation means that nowadays all business is to some degree international. It is almost impossible to find a product or service that does not have an international aspect to its customer base and its supply chain. In this module, we will look into the business transactions taking place across national borders. You will develop the knowledge and understanding of the external environmental aspects and major issues that businesses are confronted with when

	operating in international markets. We will also investigate how decision-makers are affected by forces arising at the international level and the opportunities and threats that arise from the existence of such forces. The module covers an introduction to international business principles, including environment, strategy, international trade, international marketing and people in multinational enterprises.
OUTLINE SYLLABUS	1. Globalisation and multinational enterprises 2. Regional economic integration 3. International trade 4. Foreign direct investment 5. Political, economic, legal and cultural environment of international business 6. Market entry strategy 7. Organisational structure of multinational enterprises 8. People in multinational enterprises 9. International marketing 10. Global production, logistics, and supply chains 11. Risk management in international business
ASSESSMENT TYPE	Individual presentation (20%) 3 minutes and 3 minutes for Q&A Individual assignment (80%) 2,000 words

Employment Relations	
MODULE CODE	BHO0002
CREDIT RATING	20 credits / 10 ECTS
LEVEL	Honours (FHEQ Level 6)
LEARNING METHODS	Lectures: 20 hours Tutorials: 10 hours Guided Independent Study: 170 hours
SYNOPSIS	This module will focus on the theory and practical application of Employment Relations in the workplace, examine the changing nature of the field of Employment Relations drawing on contemporary research and organisational practice. It will develop understanding of core employment legislation and management interventions that can be applied in the workplace to enable the effective management of the employment relationship.
OUTLINE SYLLABUS	After initial consideration of the theories and perspectives on employment relations, the syllabus covers the impact of contextual changes on employment relations, roles of the various parties involved in the employment relationship and the legislative framework. Management interventions and individual level procedures and practices are covered in the areas of discrimination and diversity, discipline and poor performance, grievance, redundancy, flexibility and family-friendly policies, health and well-being, employee voice,

	involvement and participation, and engagement and its importance as a contributor to positive organisational performance outcomes. At a collective level – collective conflict, dispute resolution, collective bargaining and the role of ACAS are covered. Employee Relations skills are covered in relation to negotiating, having honest conversations, and measuring and analysing employee engagement.
ASSESSMENT TYPE	1. A 10-minute group presentation based on an Employment Relations case study scenario (40% of the module mark) 2. An individual assignment of 2,000 words (60% of the module mark)

Management, Work and Society	
MODULE CODE	BHO0007
CREDIT RATING	20 credits / 10 ECTS
LEVEL	Honours (FHEQ Level 6)
LEARNING METHODS	Lectures: 10 hours Workshops: 20 hours Guided Independent study: 170 hours
SYNOPSIS	In a modern globalised society, it is essential to effectively manage the human resource in organisations and society as a whole. This module adopts a critical perspective to develop students' knowledge and understanding of a range of contemporary human resource related business issues and allows them to appreciate the impact of these issues at an individual, organisational and societal level. The module will help students develop a critical understanding of the challenges they will face in the workplace as both employees and managers of the future.
OUTLINE SYLLABUS	The module develops students' knowledge and understanding of the role and changing nature of work in modern society. In both a national and global context it will explore the challenges of managing a diverse workforce, the impact of technological change and the need to efficiently and effectively manage the organisation of work activity and the labour process. Topics will also take into consideration the need for sustainable and responsible management.
ASSESSMENT TYPE	Individual Research Poster (40%) A1 size poster equivalent to 1,000 words Individual Coursework (60%) 2,000 words

People Resourcing	
MODULE CODE	BHO0010
CREDIT RATING	20 credits / 10 ECTS
LEVEL	Honours (FHEQ Level 6)
LEARNING METHODS	Lectures: 10 hours Workshops: 20 hours Guided Independent Study: 170 hours
SYNOPSIS	As a generalist module, People Resourcing covers a wide range of people management issues from pre-employment (corporate and HR strategic planning, recruitment and selection), initial and continuing employment (socialisation, performance management), to release from employment (redundancy, retirement, exit interviews). A measure to be adopted throughout the module is that of the capability of the HRM techniques and practices studied to add value to organisations of all types (e.g., large corporations, SMEs, not-for-profit organisations etc.).
OUTLINE SYLLABUS	Strategic significance of employee resourcing. Models of HRM and alternative methods of delivery; Human resource planning process. Recruitment and selection of employees within the legal and ethical framework Contracts of employment, the psychological contract; flexible working arrangements Induction programmes; Performance management, performance appraisal and absence management Organisation culture. Motivation factors: job design; team working; employee involvement; career management. Managing a diverse workforce. Release from the organisation. IT and HR; International aspects of HRM.
ASSESSMENT TYPE	1. A group written infographic (1000 words), weighted at 40% 2. An online examination of two hours' duration, weighted at 60% of the total mark for the module.

Human Resource Development	
MODULE CODE	BHO0016
CREDIT RATING	20 credits / 10 ECTS
LEVEL	Honours (FHEQ Level 6)
LEARNING METHODS	Lectures: 20 hours Tutorials: 10 hours Guided Independent Study: 170 hours
SYNOPSIS	This module enables students to explore the ways in which people learn and develop and the contribution that learning

	and development makes to an organisation's strategic objectives by adding value to that organisation.
OUTLINE SYLLABUS	The module will examine the ways in which people learn and theories relating to learning and development. The historical background to learning and development and approaches to human resource development will be studied. The diversity of the roles of human resource managers, line managers and theories relating to the role of specialist learning and development managers will be examined as will the external environment and the role of government and other bodies in learning and human resource development.

The module will examine ways of establishing and resourcing a learning and development department and selecting and training suitable staff for it so they can make an effective contribution to the organisation's strategic plan and add value to the organisation. This includes examining the importance of budgetary control and training records. Various models of training and development and detailed discussion of all stages in the training cycle will be examined.

Human resource development's contribution to the organisation in relation to assisting the individual, the team and the organisation to be motivated to achieve the organisation's strategic objectives will be assessed. In particular learning and development's contribution to achieving a high-performance workplace will be discussed by examining its contribution to recruitment, performance management, employee retention, building organisational capacity, facilitating change and stimulating strategic awareness and development of knowledge.

Specific aspects of learning and development will be examined as they affect the individual – e.g. equal opportunities issues, career development, management development, continuing professional development (CPD), coaching, mentoring and training methods which encourage the use of self-paced study techniques and computer assisted learning. The development needs of non-employees will also be examined.

There will be discussion of aspects of learning and development which are of particular relevance to the team - e.g. team building and the use of outdoor pursuits in team development.

Organisation-wide learning and development will also be examined – e.g. the learning organisation, organisational |

	development, the management of change and Investors in People.
ASSESSMENT TYPE	1. Students will individually design a training session which addresses an organisational problem. This will take account of the internal and external environment and link to the organisation strategy. The session will use a variety of different methods and take account of learning styles and principles. Students will produce an individual 1,000-word report which explains how and why they designed the session in the way they did. Weighted at 50% of the module marks. 2. An online examination of two hours' duration weighted at 50% of the total mark for the module.

Managerial Decisions, Change And Diversity	
MODULE CODE	BHO0019
CREDIT RATING	20 credits / 10 ECTS
LEVEL	Honours (FHEQ Level 6)
LEARNING METHODS	Seminars: 48 hours Guided Independent Study: 152 hours
SYNOPSIS	To satisfy the aims of the course, candidates will consider all aspects of decision making and their functions in meeting managerial and ultimately corporate objectives. Candidates will be required to gain a full awareness of the managerial decision-making process and the make-up of the decision-making stages including the contribution made by information technology, developing practical skills and techniques to enhance this awareness.
OUTLINE SYLLABUS	Individuals and groups, theories of decision-making and behaviour models, relationship with choice making and problem solving, decision-making process. Theories of rationality, information and decision making and its communication in business organisations. Management information systems in terms of decision-making processes. Information technology and computer power in decision making. Decision support systems and their implications. Information systems and the effect on organisation structures and its communication in business organisations Analysis of diverse business environments, reviewing changes in UK; Europe and global markets and industries; Missions, stakeholders and relationship with company objectives and management structures; Management in action; Sustaining organisational effectiveness; Diagnosing change; Creating acceptance of change; Managing major

	changes; Managing corporate politics; Coping with change; Managing complexity; Leadership in practice, with vision and strategy; Learning from change. Globalisation and global issues including managing people globally.
	The context of decision making, open-system decision model values and beliefs/value judgement, conflicting values, ethical considerations, effective leadership, policy analysis.
ASSESSMENT TYPE	Evidence will be sought of the student's ability to demonstrate the learning outcomes as specified above, from an individual (2500 words) assignment (40%) (Learning Outcomes 1, 2, 6, 7, 8, 9, 10, 13 and 15) and a 3-hour time-constrained examination (60%) (Learning Outcomes 3, 4, 10, 11, 12, 13, 14 and 15). The individual assignment may incorporate both secondary and primary research.
	In addition to the general criteria the student must show:
	1. An appreciation of the administrative processes within organisations (Learning Outcomes 4).
	2. An appreciation of the influences upon organisations both internal and external (Learning Outcomes 3).
	3. An appreciation of the change process (Learning Outcomes 5 and 12).
	4. An appreciation of the decision-making processes and decision models (Learning Outcomes 1, 2 and 8).
	5. An appreciation of the value of information and understand the importance of quality on information (Learning Outcomes 7 and 8).
	6. An appreciation of beliefs and value judgement (Learning Outcomes 8 and 9).
	7. An appreciation of policy evaluation and control of decisions (Learning Outcomes 10).
	8. The capacity to integrate key topics and material and to apply theoretical and empirical evidence to current issues (Learning Outcomes 14 and 15).

Cross Cultural Studies	
MODULE CODE	BHO0034
CREDIT RATING	20 credits / 10 ECTS
LEVEL	Honours (FHEQ Level 6)
LEARNING METHODS	Lectures: 20 hours Tutorials: 10 hours Guided Independent Study: 170 hours
SYNOPSIS	This module will consider the influence national culture has on behaviour and the implications of this for organisational design and management. In addition, the module will identify and examine the impact that working across national cultures

	has on managers, and it will also consider how organisations can prepare and support managers who will be working in a national cultural setting which is different to their own. The concept of change in national cultures and its implications will also be explained. Students will be encouraged to develop an open-minded approach to cultural difference.
OUTLINE SYLLABUS	The concept of national culture will be explored using appropriate sociological and anthropological constructs. Students will be encouraged to identify their own cultural heritage. Additionally, they will be made aware of the importance of adopting a non-judgemental approach to cultural difference. Research based theories on assessing cultures will be used to identify differences between national cultures and the consequential implications for the design of organisational structures, and the choice of appropriate operating mechanisms including decision making, control, and group working. The relationship between national and organisational culture will also be considered. The transferability of standard managerial concepts across cultures will be analysed in relation to communication, motivation, conflict and dispute resolution, negotiation, ethics and patronage, and leadership. Assessment will be made of the potential need to vary managerial practices to ensure cultural fit. The implications of national culture in relation to organisational change will be examined. The strategy and design options of organisations which work across national boundaries will be explored and their approach to staffing the organisation assessed. The impact on managers of working in a culture which is not their own will be explored and the phenomenon of 'culture shock' will be analysed. The implications of the need to adapt managerial practices to fit national cultural preferences will explore the managerial skills and human resource approaches needed for successful cross-cultural working. Additionally, the adaptation skills which cross cultural managers require will be examined. The design of appropriate human resource packages to prepare and support managers working overseas will be examined. The emphasis will be on the situation of expatriate Managers, and 'Best Practice' approaches will be used to assess the particular needs of this group in relation to

	recruitment and selection, training, reward and ongoing support.
	The concept of 'culture shift' will be analysed and the implications for cross cultural working identified.
ASSESSMENT TYPE	Individual Assignment 100% This includes a written assignment with a maximum 3,000 words in length (reference excluded).

Leadership: Process and Organisations	
MODULE CODE	BHO0149
CREDIT RATING	20 credits / 10 ECTS
LEVEL	Honours (FHEQ Level 6)
LEARNING METHODS	Lectures: 10 hours Workshops: 20 hours Guided independent study: 170 hours Total hours: 200 hours
SYNOPSIS	The module is designed to provide students with an understanding of the challenges faced by those involved in leading organisations. Students will be introduced to models, theories and research in the area of leadership. Approaches to understanding and improving leadership will be introduced and developed over the course of the programme of study.
OUTLINE SYLLABUS	Initial elements of the modules content provide an insight into what leadership is and the role and challenges of leading. Subsequent weeks will focus on examining the relationship between leaders and followers, particularly with respect to issues of power and influence. Content in term two will provide an insight into models of leadership practice.
ASSESSMENT TYPE	Open book exam (100%) 3 hours

Management Project	
MODULE CODE	BHO0200
CREDIT RATING	20 credits / 10 ECTS
LEVEL	Honours (FHEQ Level 6)
LEARNING METHODS	Seminars: 10 hours Guided Independent Study including meetings with supervisors: 190 hours
SYNOPSIS	Project topics chosen are wide ranging and students are encouraged to work in areas of particular personal interest, providing they are relevant to the objectives of the pathway. The module is delivered through a short introductory seminar programme and accompanied by a guided programme of self-managed study. Students are assigned an

	individual supervisor to support the project work. The project differs from the dissertation by a shorter word length and primary research is recommended rather than compulsory. The module aims: To enable students to gain practical skills and have experience of the research process. To allow students to demonstrate their ability to undertake a piece of work requiring an element of original enquiry, including secondary and possibly primary elements, the balance of which will vary depending on the individual project. To allow students to display their initiative and develop their time management skills. To develop students ability for critical thought and evaluation.
OUTLINE SYLLABUS	The introductory seminars will examine the research process, identifying appropriate quantitative and qualitative techniques for primary and secondary data collection and analysis. A programme of self-managed study will be subsequently undertaken with guidance from the project supervisor determined by the requirements of an individual project. The project must draw upon a management topic appropriate to the pathway.
ASSESSMENT TYPE	Summative assessment is based 100% on the final project report demonstrating learning outcomes 1-9. The dissertation should be up to a maximum of 5,000 words, excluding appendices.

Business and Management Dissertation	
MODULE CODE	BHO0201
CREDIT RATING	40 credits / 20 ECTS
LEVEL	Honours (FHEQ Level 6)
LEARNING METHODS	Seminars: 10 hours Guided Independent Study including meetings with supervisor: 390 hours
SYNOPSIS	Dissertation topics chosen are wide ranging and you are encouraged to work in areas of particular personal interest, providing they are relevant to the objectives of the pathway. In year 2 you will have completed the Business Research Skills module to provide the underpinning skills and knowledge required to undertake a dissertation. The Business and Management Dissertation module is delivered through a short introductory seminar programme and accompanied by a guided programme of self-managed study. You will be assigned an individual supervisor to support the dissertation

	work. The dissertation differs from the project by a longer word length and has a research focus. The module aims: To enable you to undertake a substantial piece of research within a topic area of their own choosing relevant to the objectives of the pathway. To allow you to demonstrate their ability to undertake a piece of work requiring an element of original enquiry. To enable you to identify a specific research question, review the literature in that area, select and justify using a particular research design, the balance of literature review and empirical research will vary depending on the individual project. To allow you to display their initiative and develop their time management skills. To develop your ability for critical thought and evaluation.
OUTLINE SYLLABUS	The introductory seminars will review the research process delivered in year 2 research skills and focus on the requirements of the dissertation. A programme of self-managed study will be subsequently undertaken with guidance from the project supervisor determined by the requirements of an individual project. The dissertation must draw upon a management topic appropriate to the pathway.
ASSESSMENT TYPE	Summative assessment is based 100% on the final individual dissertation demonstrating learning outcomes 1-6. The dissertation should have a word count of 12,000 words, excluding appendices.

Managing Organisational Design and Change	
MODULE CODE	BHO0202
CREDIT RATING	20 credits / 10 ECTS
LEVEL	Honours (FHEQ Level 6)
LEARNING METHODS	Lectures: 20 hours Tutorials: 10 hours Guided Independent Study: 170 hours Total: 200 hours
SYNOPSIS	This module is designed to provide insight and understanding of the concept, theory, tools and techniques associated with organisational design for sustainable performance. Principally, in that organisational design is the process of initial configuration and continual adjustment that enables an organisation to respond to demands and meet challenges encountered in the operating environment. Through the utilisation of capital, the design process involves the integration of people with organisational processes, technologies and systems. Effective organisational design

	provides the means by which an organisation can achieve its strategic purpose, realising its goals, through the efficient use of resources.
OUTLINE SYLLABUS	Students will be introduced to: • The nature of the forces of globalisation and technological advance as they affect organisations and their performance • The concept and theory of organisational design • Systems theory and systems thinking • Organisational environment analysis: theory tools and techniques • Organisational excellence and competitive advantage • Organisational strategy development and deployment • Quality Management: theory, standards, models tools and techniques. Historical development and present-day applications in the manufacturing and service sectors • Performance management and Performance Measurement • Issues for people and of culture within changing organisations • Managing Change: step change and continuous improvement
ASSESSMENT TYPE	In class exam (30%) 1 hour Individual Portfolio (70%) 2,000 words

Global Management in Context	
MODULE CODE	BHO0217
CREDIT RATING	20 credits / 10 ECTS
LEVEL	Honours (FHEQ Level 6)
LEARNING METHODS	Lectures: 24 hours Seminars: 24 hours Guided Independent Study: 152 hours
SYNOPSIS	This module is concerned with the practice, possibilities, skills, roles and responsibilities of being a manager within organisations that are affected by different forms of global activity. The term 'global manager' is used frequently but is not yet fully defined. Therefore, in this module, the role of a 'global manager' is considered in its broadest terms; that is, a manager who seeks to adapt their mindset to 'thinking globally' as well as 'responsible global management'. This approach will encourage managers to be open to expand their personal capabilities beyond a domestic sphere of concern and become aware of wider global issues.
OUTLINE SYLLABUS	1. Global context: The terms 'global' and 'global manager' will be explored. This will require consideration of the global management context and the perceived significant changes in the way

managers and organisations are operating in response to global change.

2. Global organisation:

Students will develop an understanding of how organisations (including SMEs) perceive the need to adapt to the above global context. This includes the nature of how organisations, business, interaction, future development, trading philosophies and markets are adapting in the face of what some writers term 'revolutionary change'.

3. Global manager:

The emergence of the 'global manager' is, in this module, someone who is aware of the requirement to alter their mindset and be open to new and more complex realities. Also, someone who acts skilfully and intuitively in their practice.

This will encompass consideration of:

3.1.   'Developing and using global management skills': this includes an embracing of fast response capacity, entrepreneurial-spirit and flexibility in practice. Students will consider the role of the global manager in exploiting resources held elsewhere. This will include adapting decision-making which leaps local bureaucracy and considers the complex and 'far-away' needs of 'others' (customers, suppliers and other stakeholders).

3.2.   An 'Ability to manage change and transition': the understanding here is that organisations will be prone to constant uncomfortable change in order to survive global influence. This will involve supporting frequent re-organisations of resources, human networks, technology, and distribution systems. Managers are seen here as managing the shifting organisational politics where there is a loss of autonomy, changing hierarchies, changing practices, new transitions from independence to interdependence, from control to co-operation and so on.

3.3.   Other topical areas such as:
   •   Responsible global management
   •   Ability to manage diversity
   •   Ethnocentrism   (home   country   orientation);
       Polycentrism   (host   country   orientation);

	Regiocentrism (regional orientation); Geocentrism (world orientation) • Ability to design new processes and function in flexible organisations • Ability to communicate, learn and transfer knowledge in an organisation and across boundaries • Motivating and leading across boundaries • Cross-cultural research on motivation • Managing international teams • Cross-cultural communication environment
ASSESSMENT TYPE	Assessment will be in two parts: 1) An individual assignment of 2,000 words that relates to ability outcomes 1-4. 50%. 2) A case-study based individual assignment of 2,000 words that relates to ability outcomes 1-3, 5 and 6. 50%.

People Resourcing in Context	
MODULE CODE	BHO0237
CREDIT RATING	20 credits / 10 ECTS
LEVEL	Honours (FHEQ Level 6)
LEARNING METHODS	Lectures: 20 hours Tutorials: 10 hours Guided Independent Study: 170 hours Total 200 hours
SYNOPSIS	As a generalist module, People Resourcing covers a wide range of people management issues from pre-employment (corporate and HR strategic planning, recruitment and selection), initial and continuing employment (socialisation, performance management), to release from employment (redundancy, retirement, exit interviews). A measure to be adopted throughout the module is that of the capability of the HRM techniques and practices studied to add value to organisations of all types (e.g. large corporations, SMEs, not-for-profit organisations etc).
OUTLINE SYLLABUS	Strategic significance of employee resourcing. Models of HRM and alternative methods of delivery Human resource planning processes. Recruitment and selection of employees within the legal framework Contracts of employment, the psychological contract; flexible working arrangements; induction programmes; ethical working practices

| | Performance management, performance appraisal and absence management

Organisation culture. Motivation factors: job design; team working; employee involvement; career management. Managing a diverse workforce.

Release from the organisation.
IT and HR; International aspects of HRM. |
|---|---|
| ASSESSMENT TYPE | Assessment will consist of two components in keeping with the standard assessment loads agreed for UHBS.

1. A group led seminar of 20 minutes weighted at 40%
2. A 1 hour in-class test under coursework conditions on a seen case study weighted at 60%. |

Leadership Process and Organisations in Context	
MODULE CODE	BHO0239
CREDIT RATING	20 credits / 10 ECTS
LEVEL	Honours (FHEQ Level 6)
LEARNING METHODS	Lectures: 20 hours
Tutorials: 10 hours
Guided Independent Study: 170 hours
Total: 200 hours
SYNOPSIS	The module is designed to provide students with an understanding of the challenges faced by those involved in leading and renewing organisations in today's increasingly complex and dynamic national and global operating environment. Students will be introduced to models, theories and research in the area of leadership which will enable them to explore the purpose of leadership within organisations. Upon completion of this module students will have gained an understanding and appreciation of leadership theory and practice and will be able to evaluate and appropriately apply theories to assess leadership issues and propose solutions.
OUTLINE SYLLABUS	The module will explore historical and contemporary approaches to understanding leadership and its role and purpose within organisations. The contradictions and limitations of leadership theory will be examined as students develop a contextual appreciation for the challenges faced by leaders and leadership in contemporary dynamic organisations.
ASSESSMENT TYPE	Assessment will be as follows:
1. 1,500 word individual evaluation of a leadership case study (50%)
2. In class group presentation: Duration 15 minutes (50%) Final Assessment

Ethical Leadership	
MODULE CODE	BHO0252
CREDIT RATING	20 credits / 10 ECTS
LEVEL	Honours
LEARNING METHODS	Lectures: 10 hours Workshops: 20 hours Guided Independent Study: 170 hours
SYNOPSIS	The module sees organisations and businesses as citizens and stewards who are equally bound by ethical responsibility as individuals are. It begins with the basic assumption: Organisations that are led responsibly at a strategic level impact the ethical competence of individuals and groups. It considers the evolution of business as a socially responsible activity where constant improvement and sustainability is rooted in ethical awareness and action and adopts a broad perspective taking into account a range of stakeholder interests. Students consider questions such as, "what is a responsible business," "what is the global impact of being in business" and "can ethical businesses be commercially successful?" Students explore attempts at universalizing business ethics in the international political arena. Students will be engaged in considering their own values and beliefs through reflexive recognition that ethical leadership begins with one's own worldview. There is a combination of taught elements, discovery and autonomous learning, as well as classroom co-creation. The discussions will be launched from a critical perspective of leadership and the understanding that the field of ethics concerns systems of culture, tradition, institutionalisation, power and valuation: good/bad, right/wrong, benevolence/evil, and justice/injustice. Together students will explore how the two fit together in theory and in the real world.
OUTLINE SYLLABUS	• Theoretical Foundations of Leadership and Ethical Systems • The Leader and Ethics • Followers, Groups, Organisations and Ethics • The Ethical Context of Culture, Communication, and Society
ASSESSMENT TYPE	Assessment will be in two parts: 1) An individual written piece of coursework 1,500 words that relates to outcomes 1,2 & 4. 60% 2) An individual portfolio 1,500 words that relates to outcomes 1,3, 5 & 6. 40%

The Psychology of Work and Organisations	
MODULE CODE	BHO0255
CREDIT RATING	20 credits / 10 ECTS
LEVEL	Honours (FHEQ Level 6)
LEARNING METHODS	Lectures: 20hrs Workshops: 10 hrs Guided Independent study: 170hrs
SYNOPSIS	Students will be introduced to psychological concepts and then equipped with the knowledge, skills and abilities to acquire, understand and appraise the application of psychological principles and theories to workplaces and organisations. The module will include a critical overview and discussions of personnel psychology, theories of personality, psychometric testing and assessments. Further, the module will enable the students to develop a critical appreciation of psychological theories of human behaviour in the workplace. For example, the extent to which the work tasks and environment contribute to the physical and emotional wellbeing of employees, as well as their motivation and performance. Knowledge acquired from this module will provide a foundation for learners to pursue further study at postgraduate level in organisational behaviour, through enabling them to develop a comprehensive understanding of businesses from a psychological perspective.
OUTLINE SYLLABUS	Indicative content: • Introducing Organisational Psychology • Personality and Individual Differences • Methods to Assess Behaviour and Attitudes to Work • Personality Testing in the Workplace • Attitudes, Beliefs, Styles and Values at Work • Understanding Cognitive Ability at Work • Social and Emotional Intelligences at Work • Organisational attitudes and behaviour • The Social Context of Work • Leadership and management • Organisational change and development • Contemporary issues in organisational psychology
ASSESSMENT TYPE	100% - Coursework (3000 words) based on the module content on core psychological theories, principles and findings, and applying those to organisational settings.

Supply Chain Management Work-based Development 1 - CMDA	
MODULE CODE	BHO0256
CREDIT RATING	20 credits / 10 ECTS
LEVEL	Higher
LEARNING METHODS	Lectures: 20 Hours Tutorials: 10 Hours Self-directed study: 170hrs
SYNOPSIS	In the last few decades knowledge has become recognised as a key resource for the successful growth and management of organisations. The growing importance of the knowledge resource to organisational success has led to the need for organisations to create and manage the distribution of this key resource. Knowledge Management is concerned with the challenges of generating, disseminating and institutionalising knowledge and learning through organisational systems, strategies and processes. This module will enable students to explore the multifaceted nature of knowledge and learning within organisations, including organisational activities that generate knowledge and organisational barriers to knowledge creation and dissemination. This module explores the benefits of learning and knowledge management for individuals and organisations.
OUTLINE SYLLABUS	Indicative content: • Definitions and typologies of knowledge • Philosophies of knowledge management • Approaches to knowledge management • Motivating knowledge management activity • Theories of learning • Contextualising learning within the workplace • Barriers and enablers of the learning process • Organisations as communities of practice to enable learning • Knowledge microsystems and communities

ASSESSMENT TYPE	Assessment will be as follows:
	1. 1,500 word individual essay (40%)
	   Learning outcomes: 2,3,5,6
	2. 1,500 word reflection (60%)
	   Final Assessment
	   Learning outcomes 1,2,4, 5

Digital and Social Media Marketing	
MODULE CODE	BHO0257
CREDIT RATING	20 credits / 10 ECTS
LEVEL	Honours (FHEQ Level 6)
LEARNING METHODS	Lectures: 36 Hours Seminar: 12 Hours Self-directed study: 152 Hours
SYNOPSIS	This module will investigate and explore a variety of digital and social media marketing tools and their implementation within a practical context. It will provide you with an awareness of the skills and abilities required in an ever-evolving digital landscape and a thorough understanding of the main theories and principles of Digital Marketing The module covers relevant academic and practical content for developing the necessary knowledge, understanding and competencies in the field of integrated, interactive, one-to-one and targeted digital, SEO and Social media marketing campaigns. The module will develop your knowledge and abilities in areas such as strategic marketing, online decision making, Search engine optimisation strategies (SEO) and communications planning for e-business, web site design for marketing, and interactive digital marketing communications.
OUTLINE SYLLABUS	Considering primarily business-to-consumer (B2C) and business-to-business (B2B) markets, the main content covered by this module will be as follows: 1) Digital marketing and communications foundations a. Digital marketing and communications environment b. E-marketing strategy and planning 2) The E-marketing mix a. Conceptual background b. E-marketing mix in practice 3) Online communications a. One-to-one digital communications b. Social Media Communications c. Viral and influence based marketing communications d. Social and Digital communities e. Digital and Social media behaviour 4) Introduction to Marketing Information & IS a. The web site for internal and external marketing b. Role of information in marketing c. Marketing information requirements

	5) Search engine optimisation strategies a. Search engine behaviour b. Organic and PPC marketing c. Planning and selecting Digital marketing keywords d. Measurement and Management issues 6) Acquiring Marketing Information a. E-market research, tools and strategies b. Data Capture tools for decision making c. Technologies for data capture 7) Marketing Information for Management a. Data-driven approaches to planning & decision making b. Techniques & models for measurement and analysis c. Web Analytics
ASSESSMENT TYPE	1 Individual report, 1,500 words (40%) 2 Individual portfolio, 3,000 words (60%)

Leading Strategically - CMDA	
MODULE CODE	BHO0262
CREDIT RATING	30 credits / 15 ECTS
LEVEL	Honours (FHEQ Level 6)
LEARNING METHODS	Student contact: Seminars 32 hrs Guided independent study: 268 hrs
SYNOPSIS	The aim of this module is to develop a strong understanding of the principles and practices of leading and leadership so as to enable students to gain knowledge of the factors and considerations involved in leading and managing change. Students will be introduced to strategic models as a vehicle to understanding how business strategy is formulated in different organisational settings and industry sectors. Students will gain a perspective on organisational activity as well as acquire knowledge of processes by which they might influence and lead the change process. Students will gain an understanding of the significance of leading themselves as well as others through a process of change. There will be an important delineation of the leadership role and the manager role so to highlight the significance of transforming qualities that leadership 'activity' has in adapting to changing conditions and the change process whilst appreciating the influence of both internal and external factors on the change process to the organisation.
OUTLINE SYLLABUS	Students will be introduced to theories of leadership and management and discuss the differences between these different roles. Consideration will be given to the

relationship between leaders and followers. Students will also develop a wider knowledge of business strategy and how it is formulated and developed. The influences of stakeholders and the differing forces apparent in sustaining a chosen strategy in a dynamic changing environment will be considered from three perspectives;

- Introducing organisational strategy – development and contribution
- Integrating strategies and impact of the environment
- HR strategy – high performing work practices

The analysis of diverse business environments will be considered along with the requirement of leaders to develop the ability to respond to the unforeseen in a dynamic and changing business environment. Students will consider triggers for change and how the leader diagnoses and approaches change through various theoretical models. Students will also consider the impact of poorly managed change and consider how change is accepted or resisted and the effects this has on emotions which could lead to counter productive work behaviour.

ASSESSMENT TYPE	3,000 word individual assignment

Work-based Development 3 - CMDA	
MODULE CODE	BHO0264
CREDIT RATING	30 credits / 15 ECTS
LEVEL	Foundation (FHEQ Level 6)
LEARNING METHODS	Student contact: Seminars 32 hrs Guided independent study: 268 hrs
SYNOPSIS	The module enables learners to demonstrate the skills, knowledge and understanding acquired through the other two modules pertaining to the third year of study. Learners will also be able to consolidate previous learning from the first two years of the course in terms of professional and personal development and apply these to a project environment in preparation for the final year Work-based Project module. Learners will begin to identify an area of the business where they feel they can make a difference. This will involve aspects of all the modules from previous years although it is recognised they will differ in their application dependent on the project. The outcome will be a project proposal which will form the basis of the final year Work-based Project.
OUTLINE SYLLABUS	The module will typically run through 32 hours of seminar-based class contact time scheduled throughout the year. It will focus on the knowledge, skills and behaviours outlined in the CMDA standards with specific reference to the other

two modules being completed during the year. Graduates should be able to demonstrate a range of cognitive and intellectual skills together with competencies specific to managing a business and management related project. These include both subject-specific and generic skills.

Particular focus could include, but not limited to, the application of:

- Business Issue identification
- Problem definition
- Project governance and reporting
- Management of the triple constraints of time, cost and quality
- Problem solving
- Risk management
- Critical analysis of success and issue factors
- Continuous professional development

| ASSESSMENT TYPE | An individual portfolio (equivalent to 3,500 words) demonstrating the application of learning as identified in the individual learning plan and skill scan. The portfolio will also include the project plan for the forthcoming WBD project. (100%). |

Work-based Project	
MODULE CODE	BHO0265
CREDIT RATING	30 credits / 15 ECTS
LEVEL	Honours (FHEQ Level 6)
LEARNING METHODS	Student contact: Seminars 32 hrs Guided independent study: 268 hrs
SYNOPSIS	This module aims to enable students to investigate a work-based issue and deliver a credible piece of practice-based research, with implementable recommended actions for the organisation. Work based project topics are expected to be wide ranging and students are encouraged to work in areas of particular personal interest, providing this is consonant with the overall aims of the course. Students will be introduced to basic research methods concepts and techniques. Informed by this process and complementary work-based 360-degree feedback, students will also reflect upon their personal development and future development plans.
OUTLINE SYLLABUS	The module will typically run through 32 hours of seminar-based class contact time scheduled throughout the year. It will be focussed upon the 16 business and management specific and generic skills from the QAA Subject Benchmark Statement (Business and Management, 2015). Key considerations will be

	research, problem-solving and critical and analytical skills. Graduates should be able to demonstrate a range of cognitive and intellectual skills together with competencies specific to business and management. In order to prepare students to actively identify and propose solutions or improvements to a business issue or area, students will be introduced to research methods, data collection and analysis. A programme of self-managed study will be undertaken with guidance from the project supervisor and line manager and appropriate to the requirements of an individual project. Work based projects may be undertaken in small groups or individually dependent on the business issue and in discussion with line management.
ASSESSMENT TYPE	1. An individual (5,000 words) or group (7,500 words) written report (in agreement with the host organisation) demonstrating the business issue, either plans or actions taken to resolve or enhance an element of the organisations business (70%). 2. A (individual – 15 minutes inclusive of Q&A; group – 25 minutes inclusive of Q&A) presentation to highlight the main findings of the business project and the personal and professional development gains as a result of investigating the business issue (30%).

Advances in Leadership	
MODULE CODE	BHO0268
CREDIT RATING	20 credits / 10 ECTS
LEVEL	Honours (FHEQ Level 6)
LEARNING METHODS	Lectures: 20 hours Tutorials: 10 hours Guided Independent Study: 170 hours Total : 200 hours
SYNOPSIS	The module is designed to offer you an advanced course in leadership. Building on the themes from the second-year module 'Leadership: Theory and Practice', this module invites you to engage with critical and contemporary perspectives and debates shaping the current academic field of leadership studies. We will consider the challenges of leading effectively and ethically in complex 21st century organisational settings.
OUTLINE SYLLABUS	Each week students are presented with a set of challenging theoretical resources, practical case materials, and group activities through which to discuss, debate and engage with a range of key leadership agendas, practical issues and ethical dilemmas. Through weekly taught sessions and individual

	and group assessments, you are invited to consider the following topics: 1. Thinking differently about leadership 2. Beyond the individual leader figure 3. New questions about the status and function of followership, 4. New questions about responsibility, 5. New questions about power, 6. New questions about ethnicity and gender, 7. New questions about space, 8. New questions about technology 9. The challenges of confronting the dark side of leadership.
ASSESSMENT TYPE	Individual assignment, 1,500 words (60%) Individual portfolio, 500 words (40%)

ASPIRE 3	
MODULE CODE	BHO0269
CREDIT RATING	20 credits / 10 ECTS
LEVEL	Honours (FHEQ Level 6)
LEARNING METHODS	WORKSHOPS: 24 hours Guided Independent Study: 176 hours Total hours: 200 hours
SYNOPSIS	The ASPIRE modules provide a coherent and progressive framework to support your academic, personal and professional potential. The emphasis in Year 3 will be on your transition from higher education to the workplace. You will have an opportunity to build on your knowledge, skills and experience that you have developed during your time at university and clearly express your career aspirations. Using recruitment and selection simulations, you will prepare tailored CVs and learn how to perform well within different selection situations. In preparation for your move into the changing world of work, we will explore what it means to be globally and socially aware and you will learn about intercultural effectiveness through case studies and group tasks. There will also be an emphasis on strengthening your leadership capabilities and decision-making within complex and unpredictable contexts. In line with the ethos of ASPIRE, we will continue to reinforce the value of an inclusive environment that sustains you during your final year of study and prepares you for your post-degree choices.
OUTLINE SYLLABUS	The syllabus will include: • Academic Skills: The specific topics addressed within Academic Skills strand will be tailored to your course and be designed to support other modules.

	• Sustainable Career Management: professional profile development, personal branding • Professional Skills: networking, presentation skills, problem solving, report writing, Leading and organising group activities, • Inclusion and intercultural awareness: intercultural awareness • Resilience and well-being: dealing with difficult situations and people • Enterprise and innovation: idea generation and presentation in a enterprising environment
ASSESSMENT TYPE	Individual Report 3,000 words

The Future of Work

MODULE CODE	BHO0270
CREDIT RATING	20 credits / 10 ECTS
LEVEL	Honours (FHEQ Level 6)
LEARNING METHODS	Lectures: 10 hours Workshops: 20 hours Guided Independent Study: 170 hours Total: 200 hours
SYNOPSIS	We live in a rapidly changing world where global challenges and innovations are constantly impacting upon contemporary business and working practices. This module adopts a critical perspective to examine the dynamics, complexities and uncertainties of a modern world of work. Topics on the future of work will be studied in a national and global context. We will therefore explore the impact at an individual, organisational and societal level of the need for efficiency and effectiveness in managing a diverse workforce, the impact of technological change, and the changing relationship between employers and employees. Through the module you will develop a critical understanding of the workplace as employees and managers of the future.
OUTLINE SYLLABUS	1. The changing global challenges facing contemporary business. 2. The relationship between work and leisure. 3. Managing a diverse workforce 4. The impact of technology on people and the labour process. 5. The changing patterns of work. 6. The changing nature of work and its impact upon the employer/ employee relationship. 7. The development of human capital within organisations.
ASSESSMENT TYPE	Individual Research Poster, A1 size poster equivalent to 1000 words (40%)

	Individual Coursework, 2000 words (60%)

International Business	
MODULE CODE	BHS0003
CREDIT RATING	20 credits / 10 ECTS
LEVEL	Honours (FHEQ Level 6)
LEARNING METHODS	Lectures 20 hours Tutorials 10 hours Guided Independent Study 170 hours
SYNOPSIS	This module follows a strategic management perspective to the study of international business. We are going to study what international business is all about and what multinational enterprises are now doing in order to compete effectively. Therefore, the module starts with the introduction of the multinational enterprise (MNE) and then looks at its different strategies. The module also examines the context and the environment of international business and how it influences the different strategic choices of the MNE.
OUTLINE SYLLABUS	• The Multinational Enterprise. • International business strategies. • Organisational structures that international businesses adopt to compete effectively. • Market entry strategies. • The environment of international business. • Regional Economic Integration. • The Foreign Exchange Market. • The Global Capital Market. • Emerging Economies. • Global Production. • Outsourcing and Logistics
ASSESSMENT TYPE	50% - Group Project (up to 2250 words) 50% - 1.5 hour exam

Business and the Entrepreneur	
MODULE CODE	BHS0011
CREDIT RATING	20 credits / 10 ECTS
LEVEL	Honours (FHEQ Level 6)
LEARNING METHODS	Lectures 20 hrs Tutorials 10 hrs Guided Independent Study 170 hrs
SYNOPSIS	It has long been recognised that Universities have an important role to play in encouraging and supporting entrepreneurship and enterprising behaviours, within organisations and for new venture creation. The module combines study of entrepreneurial theory with practical

	learning and problem-solving. You will be guided to explore difference aspects of entrepreneurship within a local and global context and will also try your hand at developing a business start-up and creating your own business. By the end of the module, you will be equipped with the necessary tools, techniques, and knowledge for you to demonstrate your comprehension of entrepreneurship in business, and to identify and propose solutions to business and social problems.
OUTLINE SYLLABUS	• Marshalling existing knowledge and developing new insights - the entrepreneur in economic theory; the entrepreneur in behavioural, managerial, organisational and strategic theory and contexts; theories that attempt a synthesis across schools of thought and disciplines. • New developments in understanding entrepreneurship, such as ethics and responsibilities of entrepreneurs, and the marketing / entrepreneurship interface. • Growth of the organisation and entrepreneurship. The role, scope, and reality of the intrapreneur and corporate venturing. • Selected contemporary debates e.g. female entrepreneurs; effectuation; opportunity recognition; clusters; comparative national propensity for entrepreneurship; government support for enterprise. (topics of debate will depend on the location and time of the module's occurrence) • The challenge of growing a business; understanding and managing risk • Creative thinking and problem solving • Market research, PR and Social Media • Alternative finance for micro- and small businesses; crowdfunding and angel investors • Team building, networking, and collaboration • Presentation and pitching
ASSESSMENT TYPE	Individual coursework 1000 words (30%) Individual project 2000 words (70%)

Environmental Policy	
MODULE CODE	BHS0012
CREDIT RATING	20 credits / 10 ECTS
LEVEL	Honours (FHEQ Level 6)
LEARNING METHODS	Lectures: 22 hours Seminars: 22 hours Practicals: 6 hours Guided Independent Study: 150 hours
SYNOPSIS	To gain an understanding of national, European Union and international policy regulation and conventions. To examine the impact of culture, media and religion on the formulation and implementation of environmental policy at an international level. To relate this to implementation at the corporate level.
OUTLINE SYLLABUS	The historical development of national, European and international environmental policy. Factors influencing legislation, policy instruments and implementation of environmental policy. The role of the media, cultural and religious differences in the development of international environmental policy. The role of non-government organisations such as Friends of the Earth and the role of Trade Organisations. How these impact on the formulation and implementation of environmental policy at the international and corporate level.
ASSESSMENT TYPE	Assignment 1: 30%: Reflection on individual contribution to the delivery and development of the group presentation. Assignment 2: 70%: 2,500 word individual project based coursework

Business Dissertation	
MODULE CODE	BHS0013
CREDIT RATING	30 credits / 15 ECTS
LEVEL	Honours (FHEQ Level 6)
LEARNING METHODS	Student contact: 6 hours Guided Independent study: 294 hours
SYNOPSIS	To help students nurture and develop an ability to select, and successfully analyse, a business problem and to produce a dissertation of 12,500 words. To help them develop both personal competencies and techniques that will enable them to complete competent pieces of research. To do this in a staged manner starting in Year Three with Introduction to the Business Dissertation and encouraging students to utilise their long vacation for further preparatory work. In particular to:

	* Enable students to demonstrate their ability to carry out a piece of work requiring an element of original inquiry. This must include both primary and secondary data collection, although the precise balance will vary from case to case. * Allow students to display initiative and hone their time management skills. * Develop their capability in the use of research methods and their own critical faculties.
OUTLINE SYLLABUS	The student will be encouraged to undertake a programme of self managed study with guidance from their Dissertation Supervisor.
ASSESSMENT TYPE	12,500 word dissertation

Business Policy	
MODULE CODE	BHS0015
CREDIT RATING	20 credits / 10 ECTS
LEVEL	Honours (FHEQ Level 6)
LEARNING METHODS	Lectures 24 Hours Seminars: 24 Hours Guided Independent study: 152 Hours
SYNOPSIS	The module examines a range of strategic issues facing organisations and discusses the alternative strategic responses which may be available to them.
OUTLINE SYLLABUS	An introduction to the strategic management process. Mission and goal formation; stakeholder theories; corporate governance; short termism; business ethics. External analysis: identification and understanding of the competitive environment; barriers to entry and exit; dominant firms; competition policies, regulation. Internal analysis: resource based views and theory, the assessment of corporate strengths and weakness by an evaluation of human, physical and financial resources; financial analyses as indictors of performance and strategic issues. Strategy identification and choice: portfolio balance; strategies for growing, stable and declining industries; strategies for integration, diversification, acquisition and mergers; business failure and turnaround strategies and divestment; international strategies. Strategy implementation: matching organisational structure with strategy; analysis of leadership and management

	cultures, motivation and control; organisational development as part of the implementation of strategic change; issues inherent in the implementation of functional policies. Strategy evaluation: criteria for evaluation; measurement and feedback.
ASSESSMENT TYPE	20% 20 minute presentation 30% 2,500 word report 50% Three hour closed book exam

Social Entrepreneurship	
MODULE CODE	BHS0019
CREDIT RATING	20 credits / 10 ECTS
LEVEL	Honours (FHEQ Level 6)
LEARNING METHODS	Lectures 36 hours Seminars 12 hours Guided Independent Study 152 hours
SYNOPSIS	The aim of this module is to introduce you to the theory and practice of social entrepreneurship. Key differences and similarities between business and social entrepreneurs will be investigated and exemplified. Relationships between social entrepreneurs, communities, politics and culture will all be discussed. The module will equip you with the necessary tools, techniques and knowledge for them to demonstrate your comprehension of social entrepreneurship within local and global society and to identify and propose solutions to social problems. You will learn how to assess the societal impact and value of social entrepreneurship. The module will also assess the efficacy of the various support mechanisms that exist to aid and engender social entrepreneurs.
OUTLINE SYLLABUS	Defining social entrepreneurship / Historical perspective of social entrepreneurship – its scope, growth and importance for society / Theories of social entrepreneurship / Characteristics of social entrepreneurs / Skills necessary for successful social entrepreneurship and the leadership/management issues it raises / Diagnosing and responding to social problems / Social enterprise / Social capital / Social impact theory / Case studies illustrating the breadth of social entrepreneurial behaviour and application / Frameworks for supporting and promoting social entrepreneurship
ASSESSMENT TYPE	50% 2,500 word individual written assessment 50% 20-25 minute Group presentation plus 10 minutes Q&A time

Innovation & Entrepreneurship in Action	
MODULE CODE	BHS0020
CREDIT RATING	20 credits / 10 ECTS
LEVEL	Honours (FHEQ Level 6)
LEARNING METHODS	Seminars & Lectures: 24 hours Workshops & Action Learning Sets: 24 hours Guided Independent Study: 152 hours
SYNOPSIS	It has long been recognised that the micro- and small-business sector is essential for economic growth in any country/region and that Universities have an important role to play in encouraging and supporting entrepreneurship and enterprising behaviours, within organisations and for new venture creation. This module is designed to allow students to explore their enterprise potential and entrepreneurial mindset. It is designed for students who may already know something about business and who wish to extend their knowledge and skills to prepare for new venture creation and innovation. Students with ideas for new product/service ventures will be encouraged to take the module. (The module is also designed to support those with business opportunities and students wishing to work with them as business partners.) The pedagogy is underpinned by experiential learning, effectual learning and Action Learning. Knowledge and skills will be developed through attending Enterprise Team events and through networking at these events. Reflective processes are practiced and assessed in order to ensure that new knowledge, skills and insights are applied in practice, for the purpose of developing new venture opportunities.
OUTLINE SYLLABUS	• Action Learning / Problem based learning and Action Research • Experiential learning / reflective practice, writing to reflect and communities of practice • Networking across the campus – understanding the contribution of the University Enterprise Team • Entrepreneurs and the process of entrepreneurship, intrapreneurship and effectuation • Business Canvas, business models and starting a small business • The challenge of growing a business; understanding and managing risk • Creative thinking and problem solving • Intellectual property • Innovation management • Market research, PR and Social Media • Alternative finance for micro- and small-businesses; crowdfunding and angel investors • Team building, networking and collaboration

	• Presentation and pitching skills • LegoSeriousPlay for reflection • Portfolios of learning; the entrepreneurial mindset (including personal values), employability and
ASSESSMENT TYPE	In Term 1 students will develop an outline business idea in the form of a business model (to be presented as a business pitch/presentation) in groups. Worth 30% of overall marks. This will be presented verbally and backed up by a short summary document of team learning. Students will receive verbal as well as written feedback. (Learning Outcomes: 1,2,4,6,7, 8) During the second term all students will be required to produce an individual 3,500 word business, personal and professional development written portfolio (worth 70% of marks), informing: - a new business venture. - personal and professional development in relation to new venture creation The ongoing learning to learn agenda that has emerged from their experiences. Participants can determine whether they intend to pursue the business opportunity and or how experiences can contribute to their employability and entrepreneurial mindset. (Learning Outcomes: 1,2,3,5,6,8). The portfolio is the final piece of assessment.

Strategic Management	
MODULE CODE	BHS0027
CREDIT RATING	20 credits / 10 ECTS
LEVEL	Honours (FHEQ Level 6)
LEARNING METHODS	Lectures: 20 hours Tutorials: 10 hours Guided independent study: 170 hours
SYNOPSIS	In order to highlight the role of managers/administrators in organisations, students need to be aware of the key strategic management approaches to help them deliver both short and long term aims/goals/objectives for the organisation and guide it in the right direction.
OUTLINE SYLLABUS	Understanding Strategy and Strategic Management Strategic Management definitions and thinking; mission and objectives. The strategic management process. Measuring success. Managing stakeholder influence. Accommodating culture and values in the strategy proposition. Choosing Directions: Environmental Analysis, Resources and Competitiveness

	Strategic intent, managing the environment STEP, SWOT, sector analysis and Scenario Analysis. Interpreting the competitive landscape. Internal resource assessment and the value chain. Competencies and capabilities. Knowledge management and the development of best practice.

Strategy Creation

Strategic planning and leadership. Emergent strategy and intrapreneurship.

Strategic Options and Selection

Considerations of product and market directions that can be followed, diversification, organic and acquisition growth. Alliances and joint ventures. Business Failure, consolidation, recovery and decision making.

Strategic Implementation: Managing and Changing the Corporation

Organisational structure, strategy and style. Resources, risks and crisis management. Strategic change issues. |
| ASSESSMENT TYPE | 40% 1,500 word case study/simulated case study, based assignment.
60% 1.5 hour exam. |

Undergraduate Dissertation	
MODULE CODE	BHS0029
CREDIT RATING	40 credits / 20 ECTS
LEVEL	Honours (FHEQ Level 6)
LEARNING METHODS	Lectures: 8 hours
Workshops: 4 hours
Guided Independent Study: 388 hours
SYNOPSIS	This module is an opportunity for you to conduct a research project in an area of business and management that relates to your personal and professional interests. You'll work one-to-one with an experienced supervisor who will help you develop and implement your research ideas. This module will not only deepen your knowledge of a particular business and management topic, but also help you build your practical research and report-writing skills.
OUTLINE SYLLABUS	A series of research methods workshops reprising the basics of research methodology will take place during the induction week and Term 1. Students will study formally the steps involved in the formulation of a research question, the way

	in which this should be used to determine the appropriate research strategy, and how these two interlink to suggest appropriate data collection techniques. Emphasis will be placed not just on the tools of data analysis but also on the interpretation of results and presentation of findings in an appropriate and professional manner. Students will also have guidance from a Dissertation Supervisor for their dissertation
ASSESSMENT TYPE	9000 word dissertation

Business Responsibility and Sustainability	
MODULE CODE	BHS0032
CREDIT RATING	20 credits / 10 ECTS
LEVEL	Honours (FHEQ Level 6)
LEARNING METHODS	Lectures: 10 hours Workshops: 20 hours Guided Independent Study: 170 hours
SYNOPSIS	This module explores how social, economic and environmental responsibilities are incorporated into the business organisations. It adopts a complementary approach and builds upon existing management and strategy modules, but focuses specifically on corporate responsibility and sustainability dimensions in global business organisations. The module will consist of two distinct but related elements. The first section will examine the concept of corporate responsibility, its applicability in the context of a business organisation and the challenges of managing it in a globalised world. The second section will address sustainability and sustainable development and its implications for business operations. This module is part of the University of Huddersfield's commitment to the United Nations Principles of Responsible Management Education (PRME).
OUTLINE SYLLABUS	Part I: Corporate Responsibility • The key principles and concepts of corporate responsibility with specific reference to its historical evolution and theoretical development. • The application of corporate responsibility in organisations with particular references to the management of stakeholder issues. • The internal management of corporate responsibility in global businesses with a focus on transfer of practices, corporate social reporting and institutional influences. • The analysis of future perspectives for corporate responsibility. Part II: Sustainability

	• The key principles of sustainability, including the sustainability transformation and its historical and theoretical developments. • The application of sustainability in business organisations: dimensions of sustainability and organisational strategic responses. • The examination of future perspectives for sustainability
ASSESSMENT TYPE	40% 1500 word group report 60% 2,000 word individual assignment

Strategy in context

MODULE CODE	BHS0035
CREDIT RATING	20 credits / 10 ECTS
LEVEL	Honours (FHEQ Level 6)
LEARNING METHODS	Lecture: 20 hours Tutorials: 10 hours Guided Independent study: 170 hours
SYNOPSIS	In order to highlight the role of managers/administrators in organisations, students need to be aware of the key strategic management approaches to help them deliver both short and long term aims/goals/objectives for the organisation and guide it in the right direction.
OUTLINE SYLLABUS	Diverse understandings of strategy and the strategic decision-making process Nature of strategic objectives and organisational performance Ethical considerations in strategic decision-making Strategic planning External analysis of the organisation (formal and informal institutions, economic conditions, organisational stakeholders, industry conditions) Internal analysis of the organisation (organisational resources and capabilities, organisational governance, structure and culture) Innovation, learning, knowledge exchange and activity coordination within organisations Organisational growth, diversification and business models Organisational cooperation Dealing with strategic failure
ASSESSMENT TYPE	Group assignment (30%) 1500 words Individual assignment (70%) 2000 words

Managing Across Cultures	
MODULE CODE	BHS0037
CREDIT RATING	20 credits / 10 ECTS
LEVEL	Honours (FHEQ Level 6)
LEARNING METHODS	Lecture 20 hours Tutorials 10 hours Guided Independent study 170 hours Total 200 hours
SYNOPSIS	In this module, we will explore how culture affects business and management. You will learn the essential knowledge and theories in cross-cultural management, which will enable you to compare cultures systematically. We will also investigate the latest developments in cross cultural research, which will develop your critical capability in understanding and analysing cross cultural scenarios. You are encouraged to develop an open-minded approach to cultural differences and a critical understanding of culture's influence on business and management.
OUTLINE SYLLABUS	1. The nature of culture 2. Theories of national cultural dimensions 3. Business cultures in the East and the West 4. Culture and organisational structure 5. Cross cultural communication, negotiation, leadership, motivation, and decision-making 6. Managing international teams 7. Challenges of international assignments 8. Cultural intelligence 9. Current debates and future of cross-cultural management
ASSESSMENT TYPE	Individual coursework 3,000 words

Strategic Management	
MODULE CODE	BHS0038
CREDIT RATING	20 credits / 10 ECTS
LEVEL	Honours (FHEQ Level 6)
LEARNING METHODS	Lectures: 20 hours Tutorials: 10 Hours Guided Independent Study: 170 hours Total hours: 200 hours
SYNOPSIS	In this module you will learn about strategy and futures through a critical and innovation orientated approach to curricula and assessment. The module is designed to take candidates through the foundational principles of strategic management enshrined in the strategic planning or linear rational process model of strategy, that has been the subject matter of strategic management for several decades.

	However, these concepts will be introduced as a contrast to emergent strategic ideas such as business models, open strategy and ecosystems that have been developed to cope with the rapid speed of technological and societal change that is being faced the 21st Century international business environment. A key focus of the module both in theory and in assessment strategy will be to encourage students to engage with future shaping strategy and to gain comfort with conditions of volatility, uncertainty, complexity, and ambiguity. Students will be encouraged to develop a deep sense of critical engagement with the future and gain confidence in their strategic judgement of strategic choices for the future.
OUTLINE SYLLABUS	The foundational perspective 1. The foundations of military and business strategy 2. Situation analysis 3. Industry and stakeholder analysis 4. The Ansoff matrix and strategic positioning. The idea of strategic moves and manoeuvre as direction and methods 5. Strategic leadership Contemporary concepts 6. Dynamic Capabilities and strategic foresight 7. Open strategizing, strategic practice, and coopetition. 8. Evolutionary perspectives of firm and strategy 9. Blue ocean strategy 10. Business models and ecosystems
ASSESSMENT TYPE	Exam (50%) 2 hours Individual assignment (50%) 1500 words

Responsible Business	
MODULE CODE	BHS0039
CREDIT RATING	20 credits / 10 ECTS
LEVEL	Honours (FHEQ Level 6)
LEARNING METHODS	Lectures: 20 hours Tutorials: 10 hours Guided Independent study: 170 hours Total: 200 hours
SYNOPSIS	The module examines the inter-relationship between business ethics, corporate social responsibility, business sustainability and sustainable development. We will engage in constructive debates related to theories of business ethics and ethical decision-making by business managers and examine how companies could fulfil their social responsibilities. By focusing on global sustainability issues,

	you will appreciate how businesses can develop sustainable solutions to resolve grand challenges. By engaging in seminars structured around learning sets, you will review key concepts and issues arising from the module, using business case studies, academic and practitioner articles.
OUTLINE SYLLABUS	1. Introducing Business Ethics 2. Towards a framework for responsible business 3. Making decisions in business ethics 4. Tools and techniques of responsible business and management 5. Stakeholders and responsible business 6. Corporate Responsibility and Sustainability Strategy 7. Sustainable Development and the Grand Challenges 8. Generating Sustainable Business Solutions
ASSESSMENT TYPE	Individual Video Presentation (20%) 3 minutes Individual Coursework (80%) 2500 words

Business and Climate Change	
MODULE CODE	BHS0040
CREDIT RATING	20 credits / 10 ECTS
LEVEL	Higher (FHEQ Level 6)
LEARNING METHODS	Lectures 20 hours Tutorial: 10 hours Guided Independent Study: 170 hours
SYNOPSIS	This module aims to explore the complex relationship between business and climate change. Students will gain an understating of the political and policy context surrounding the climate crisis, and insight into debates about the changing responsibilities of business through a wide range of examples. The module will enable understanding of how the need to reduce emissions is shaping the activities of businesses, social enterprises, policy makers, NGOs and communities worldwide.
OUTLINE SYLLABUS	o The paradoxical role of business in climate change o Climate mitigation and adaption strategies o Alternative economic models and post growth futures o Changing consumer behaviour in a changing climate o The importance of systems thinking o The responsibilities of business o B-Corps and social enterprise o Towards net zero emissions o Protest, lobbying and pressure groups o Start-ups and new business models
ASSESSMENT TYPE	Poster (30%) 1000 words Open Book Exam (70%) 2 hours

Governance and Identity	
MODULE CODE	BIO0256
CREDIT RATING	20 credits / 10 ECTS
LEVEL	Honours (FHEQ Level 6)
LEARNING METHODS	Student contact: Seminars 48 hrs Guided independent study: 152 hrs
SYNOPSIS	This module is the moral compass of the course. Students taking this course will look at the various aspects of data ownership and the impact of new technology on individual identity, the changing form of organisations and society. The module looks at the impact technology and by extension big data has on civil society, corporations, government legislation and regulatory frameworks for example GDPR. Students will also investigate how data and corporations utilise big data to gain behavioural insights, drive stakeholder behaviour, and influence societal perceptions. These issues will be discussed within the context of ethics, with students obtaining an appreciation of the positive and negative effects of data collection, aggregation and use and its role in decision-making (automated or manual).
OUTLINE SYLLABUS	The outline syllabus of this module aims to equip students with the knowledge of Big Data ethics and the use of Data for responsible decision making. This syllabus will primarily address the use of Big Data in three key contexts; Civil Society (Social Media, Online behaviours), Corporations (Inside and outside stakeholder relationships) and Governments (regulation and legislation, citizen relationships). Students will also develop an appreciation for the use of Artificial Intelligence (AI) on individual identity, data ownership and the associated ethical implications. The module will investigate the role of AI in civic, corporate and government spheres, identify issues of responsibility and accountability and outline the impact of this on society.
ASSESSMENT TYPE	1. A 30 minute group presentation. 40%. 2. A 1500 word written critical reflection. 60%