



The Kingston Business School, which is one of just 6% of the world's business schools to hold the prestigious international accreditation [AACSB](#), is an innovative, international and culturally diverse business school, focused on excellence in learning, teaching and research.

It offers a very extensive range of modules covering all the main subject areas such as: accounting, finance, business information technology, operations management, strategy, business, management, international business, digital business, leadership, human resource management, marketing and communications.

Level 4 modules introduce the foundations of business, including the environmental influences faced by organisations, and the key concepts of experience and service management. Students can learn about disruptive technologies and how they can be used to deliver digital enhanced solutions for all areas of business, as well as developing innovative ideas through business design thinking. These are ideal for those with no business/management background.

A wide variety of intermediate (level 5) and advanced (level 6) modules develop this initial study and focus upon particular subjects in much greater depth.

In this module guide, modules are categorised into the following broad subject areas:

- [Accounting and Finance](#)
- [Business Information Management](#)
- [Human Resources Management](#)
- [Marketing](#)
- [Strategy and Entrepreneurship](#)

Updated May 2025/PJW

Entry requirements: GPA of 2.75 or above (out of 4.0) or equivalent

Pre-requisites:

- Level 4 modules are ideal for those with no business background.
- A few level 5 modules assume no relevant background.
- Generally, level 5 and 6 modules are progressively more advanced and will generally require more substantial previous study in the particular subject. The exact requirements are indicated in each module description below.

Taught at: Kingston Hill campus

Key to Module Descriptors
Suitability of Module for Study Option ____
1 - Indicates module is suitable for students visiting KU on Study Option 1 (Whole Year)
2 - Indicates module is suitable for students visiting KU on Study Option 2 (Autumn)
3 - Indicates module is suitable for students visiting KU on Study Option 3 (Spring)

Notes:

1. All modules are at **undergraduate** level only.
2. Students enrolled on Study Option 1 are required to study the entire module over both semesters.
3. Whilst the University makes every effort to ensure that this information is correct at the time of updating (April 2025), it cannot accept responsibility for omissions or subsequent changes. Module availability and content may be subject to change, as part of the University's policy of continuous improvement and development.
4. Details of assessment for students enrolled on either Study Option 2 or 3 where provided are **indicative only** and may also be subject to change as part of the above policy.

➤ **Accounting and Finance**

MODULE CODE	LEVEL	TITLE	SUITABILITY
BA4203	4	Management Accounting	1, 2
BA4204	4	Financial Accounting for Business	1, 2
BA5196	5	Law for Accountants	1, 2
BA5507	5	Advanced Management Accounting	1, 2
BA5802	5	Financial Reporting	1, 2
BA5804	5	Finance	1, 2
BA5805	5	Auditing	1, 2
BA5812	5	Accounting & Financial Management	1, 2, 3
BA6204	6	Advanced Financial Accounting for Business	1, 2
BA6327	6	Financial Management	1, 2
BA6508	6	Money, Banking, Financial Markets	1, 3
BA6804	6	Theory and Practice of Taxation	1, 2
BA6806	6	Business Law and Ethics	1, 2
BA6807	6	Financial Investments	1, 2

➤ **Business Information Management**

MODULE CODE	LEVEL	TITLE	SUITABILITY
BB4206	4	Data and Technology in Business	1, 2
BB4207	4	Global Business Environments	1, 2
BB4401	4	Business Information Analysis	1, 2
BB4405	4	The Accountants Business Environment	1, 2, 3
BB5113	5	Data Analytics for Business	1, 2
BB5114	5	Technology in Focus	1, 3
BB5115	5	Digital Analytics for Business	1, 2
BB6115	6	Data and Digital Driven Design	1, 3
BB6309	6	Digital Innovation and Transformation	1, 2

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

➤ **Human Resources Management (HRM)**

MODULE CODE	LEVEL	TITLE	SUITABILITY
BH4105	4	Organisations and People	1, 2, 3
BH5104	5	Organisations, Culture and Operations	1, 2
BH6014	6	The Learning Organisation	1, 3
BH6016	6	Leadership, Transformation and Complexity	1, 2, 3

➤ **Marketing**

MODULE CODE	LEVEL	TITLE	SUITABILITY
BM4001	4	The Marketing Mindset	1, 2
BM4002	4	The Business of Marketing	1, 2
BM4003	4	The Principles of Marketing	1, 2
BM4004	4	The Outputs of Marketing	1, 2
BM4800	4	Marketing & Sales	1, 2
BM5001	5	Advertising Tools, Techniques and Technologies	1, 2
BM5002	5	AI and Analytics for Marketing	1, 2
BM5006	5	The Art and Science of Communication in a Digital World	1, 2
BM5008	5	Marketing Across Cultures	1, 2
BM5012	5	Market Research and Behavioural Insights	1, 3
BM5212	5	Developing Effective Marketing Programmes	1, 2
BM5213	5	Sales and Negotiation	1, 3
BM5214	5	Customer Insights and Market Research	1, 2
BM6213	6	Digital Creativity in Marketing	1, 3
BM6214	6	Social Media Strategy Development	1, 2
BM6713	6	Integrated Marketing Communications	1, 2
BM6717	6	Digital Marketing	1, 2

➤ **Strategy and Entrepreneurship**

MODULE CODE	LEVEL	TITLE	SUITABILITY
BS5203	5	Build My Business	1, 2
BS5205	5	Sustainable and Responsible Management	1, 2
BS5206	6	Working in a Global Context	1, 2
BS6206	6	Building Business Strategy	1, 2
BS6207	6	Entrepreneurship and Design Thinking	1, 2
BS6210	6	Global Business Practice, Operations and Trade	1, 2
BS6701	6	Innovation	1, 2

Module Code: BA4203
Module Title: Management Accounting
Level: 4
Prerequisites: None
Credits: <ul style="list-style-type: none"> • Full Year: 8 (US) 15 (ECTS) • Single Semester: 4 (US) 7.5 (ECTS)
Suitability: <ul style="list-style-type: none"> • Open to Study Abroad/International Exchange students for Study Options 1 or 2 • Not open to Erasmus students, as level 4 • Can't be taken with BA5507
Content: <p>This module introduces students to management accounting and develops their knowledge and understanding of management accounting techniques to support management in planning, controlling and monitoring performance in a variety of business contexts.</p> <p>➤ Overall Topics:</p> <ul style="list-style-type: none"> • The purpose of management information, sources of data; cost classifications and the presentation of information for management • Cost accounting techniques: accounting for material, labour and overheads using various absorption and

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

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marginal costing methods

- Decision making techniques: including cost-volume-profit and break-even analysis; limiting factors and capital investment appraisal
- Budgeting: the nature and purpose of budgeting; fixed budgets, standard costing and variance analysis
- Skills required in the workplace standard for example interpersonal skills and teamwork, communication and presentation skills, etc.

➤ **Autumn Semester:**

- Absorption costing
- Cost-volume-profit analysis
- Performance Measurement
- Pricing Decisions

Teaching: Four hours per week of lectures and workshops

Assessment:

➤ **Study Option 1:**

- 5 In-class assessments portfolio (30%)
- 1 group coursework (20%)
- Exam (50%)

➤ **Study Option 2:**

- Part of study option 1 assessment

Note: methods of assessment and weighting are indicative only

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Module Code: BA4204
Module Title: Financial Accounting for Business
Level: 4
Prerequisites: None
Credits: <ul style="list-style-type: none"> • Full Year: 8 (US) 15 (ECTS) • Single Semester: 4 (US) 7.5 (ECTS)
Suitability: <ul style="list-style-type: none"> • Open to Study Abroad/International Exchange students for Study Options 1 or 2 • Not open to Erasmus students, as level 4 • Can't be taken with BA6204
Content: <p>This module is designed to provide students with an introduction to financial accounting. The purpose and importance of financial accounting will be explained and students will learn how to produce financial statements from the original source documents through the recording of transactions to the final production of a profit and loss account and balance sheet for a non-complex business.</p> <p>The module will also explain the subjective nature of financial accounting with its need for professional judgement and students will be introduced to the concepts and principles that underpin financial accounting and reporting. They will also gain practical experience of inputting data into Sage accounting software and using spreadsheets to prepare financial information.</p> <p>➤ Overall Topics:</p> <ul style="list-style-type: none"> • The purpose of financial accounting, users and uses of financial statements, different types of business organisations. • Accounting concepts, the accounting equation, principles of double-entry bookkeeping, the conceptual framework. • The regulatory framework, regulatory bodies, accounting standards, legal requirements. • Double-entry bookkeeping, recording transactions, depreciation, bad and doubtful debts, control accounts, suspense accounts, valuation of stocks and stock accounts, extended trial balance. • Financial statements: balance sheet and profit and loss account for sole traders, partnerships, limited companies. • The role of computers in accounting: advantages of computer systems, main factors to be considered in the design, operation and management of computer systems, limitations of computer systems. • The different accounting roles in business: financial accountant, management accountant, external and internal auditor, tax accountant and forensic accountant.

➤ **Autumn Semester:**

❖ ***Understanding and applying the double-entry book keeping system***

- Introduction to financial accounting and statements
- Identifying & recording the dual elements of transactions
- Closing off accounts & extracting a trial balance

❖ ***Building a framework for financial accounting***

- Accounting concepts

❖ ***Application of accounting concepts and principles***

- Fixed Assets and depreciation
- Fixed Assets and disposals
- Bad debts and provisions for doubtful debts
- Accruals and prepayments
- Cost trial balance adjustments
- Valuation of Stock

Teaching: weekly lectures and tutorials

Assessment:

➤ **Study Option 1:**

- Portfolio of two short in-class assessments (20%)
- 1.5-hour in-class test 2 on non-current assets (30%)
- Coursework (50%)

➤ **Study Option 2:**

- Part of study option 1 assessment

Note: methods of assessment and weighting are indicative only

Last updated: 04/05/25 PJW

Module Code: BA5196
Module Title: Law for Accountants
Level: 5
Prerequisites: None
Credits: <ul style="list-style-type: none"> • Full Year: 8 (US) 15 (ECTS) • Single Semester: 4 (US) 7.5 (ECTS)
Suitability: <ul style="list-style-type: none"> • Open to Study Abroad/International Exchange students for Study Options 1 or 2 • Not open to Erasmus students, as level 4 • Can't be taken with BA6808
Content: <p>This module is designed to provide students with a general understanding of the English legal system and a more advanced understanding of the principal areas of law that may be encountered in business or professional practice and which are of concern to accounting and finance professionals, focusing on civil and criminal consequences for professionals. Furthermore, it is designed to provide students with an understanding of the formation and constitution of business organisations, company law and insolvency law.</p> <p>The module commences with a focus on sources of law and the court system in England and Wales, before considering the areas of contract, agency and tort law, which underline business transactions. This module will then examine the criminal laws relevant to accountants or business in practice, including fraud, bribery and anti-money laundering. It then provides an overview of the formation and constitution of business organisations, including partnerships and companies, before considering various aspects of company law such as the formation, administration and the regulation of companies.</p> <p>The module will look at the role of shareholders and directors and the financing of companies, Insolvency law will also be considered, looking at the different insolvency proceedings, such as liquidation and administration and considering the implications of insolvency.</p> <p>➤ Autumn Semester:</p> <ul style="list-style-type: none"> • English Legal System: what is law and sources of law • Contract law: contract formation, content of contracts, the terms of a contract, vitiating factors, discharge of a contract and remedies • Agency Law • Tort Law: tort of negligence and product liability • Criminal Liability

- Alternative Dispute Resolution
- Recognition of the relationship between legal principles and ethical codes and developing an understanding of business ethics

Teaching: weekly lectures and tutorials

Assessment:

➤ **Study Option 1:**

- Evaluation of Law Cases - 1000 words (20%)
- Evaluation of Law Cases – 1,200 words (30%)
- 3-hour exam (50%)

➤ **Study Option 2:**

- Evaluation of Law Cases - 1000 words
- Evaluation of Law Cases – 1,200 words

Note: methods of assessment and weighting are indicative only

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Module Code: BA5507

Module Title: Advanced Management Accounting

Level: 5

Prerequisites: prior study of management accounting such as [BA4203](#)

Credits:

- Full Year: 8 (US) 15 (ECTS)
- Single Semester: 4 (US) 7.5 (ECTS)

Suitability:

- Open to Study Abroad/International Exchange students for Study Options 1 or 2
- Not open to Erasmus students, as level 4
- **Can't be taken with BA4203**

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

Content:

This module builds on the first-year module BA4203 Management Accounting and is designed to give undergraduate accounting students an advanced course exploring the provision and use of accounting information in management decision-making. Students will be involved in an active learning approach and will be expected to reflect on the purpose and uses of management accounting information, evaluate case study scenarios, discuss theoretical accounting concepts and utilise a range of practical techniques to solve advanced management accounting related issues.

➤ **Topics:**

❖ ***Specialist cost and management accounting techniques***

- Activity-based costing
- Target costing
- Life cycle costing
- Throughput accounting
- Environmental accounting

❖ ***Decision-making techniques***

- Relevant cost analysis
- Pricing decision
- Dealing with risk and uncertainty in decision-making

❖ ***Budgeting and control***

- Budgetary system
- Types of budgets
- Advanced variances
- Planning and operational variance

❖ ***Performance measurement and control***

- Performance management information system
- Source of management information
- Management reports
- Divisional performance and transfer pricing
- Performance analysis in not-for-profit organisations

❖ ***Employability skills***

➤ **Autumn Semester:**

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

- Activity-based costing
- Relevant cost analysis
- Environmental accounting
- Target costing & lifecycle costing
- Pricing decisions
- Dealing with risk & uncertainty

Teaching: weekly lectures and tutorials

Assessment:

➤ Study Option 1:

- Coursework – 1,200 words (30%)
- Reflective portfolio - 800 words (20%)
- 3-hour exam (50%)

➤ Study Option 2:

- Part of study option 1 assessment

Note: methods of assessment and weighting are indicative only

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Module Code: BA5802

Module Title: Financial Reporting

Level: 5

Prerequisites: Prior study of financial accounting at university level such as [BA4204](#) or similar

Credits:

- Full Year: 8 (US) 15 (ECTS)
- Single Semester: 4 (US) 7.5 (ECTS)

Suitability: Study Options 1 or 2

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

Content:

This module focuses on the financial reporting requirements of companies and builds on concepts already studied in BA4204, the introductory financial accounting module.

In this module students will consider the concepts and principles that govern the practices of financial accounting, and examine their application through a variety of financial reporting standards across a number of different accounting areas, from non-current assets to contingent liabilities, from statement of cash flows to taxation.

➤ **Topics:**

- The regulatory frameworks: regulatory bodies, types of regulation and guidance, standard setting process.
- Company financial statements and their elements: statement of financial position, comprehensive income statement, statement of changes in equity, cash flow statements
- Share capital, reserves and distributable profits
- Specific accounting areas and international standards: tangible and intangible assets, including impairment; inventories and long-term contracts; leased assets; provisions, contingent liabilities and contingent assets; taxation
- Reporting financial performance: discontinued operations, separate disclosure of material items, earnings per share, events after the balance sheet date
- Analysis and interpretation of financial position, performance, cash flows and risk; limitations of financial statements; ratio analysis; limitations of interpretation techniques

➤ **Autumn Topics:**

❖ ***Introduction to Financial Reporting***

- Introduction to Financial Reporting and Recap Financial Accounting
- Presentation of Financial Statements

❖ ***Financial Statement Analysis***

- Financial Statement analysis

❖ ***Regulatory and Conceptual Frameworks***

- Purpose of Financial Reporting & Developing
- Regulatory and Conceptual Frameworks

❖ ***Preparing Financial Statements – the Standards***

- Reporting Financial Performance
- Property, Plant & Equipment (PPE)

Spring:

❖ ***Preparing Financial Statements – the Standards***

- Intangible Assets
- Leases
- Provisions & Contingencies, and Events after the Reporting Period
- Current & Deferred Taxation
- SPKL & SFP Technique & Practice
- Statement of Cash Flows (SCF)
- SCF Technique & Practice

Teaching: Three-hour class weekly, split into lectures and tutorials

Assessment:

➤ **Study Option 1:**

- Ratio analysis group report (1,500 words max) (15%)
- Online quizzes (5%)
- Presentation (10%)
- Examination – 3 hours (70%)

➤ **Study Option 2:**

- Individual written report – 1000 words
- Group ratio analysis report

Note: methods of assessment and weighting are indicative only

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Module Code: BA5804

Module Title: Finance

Level: 5

Prerequisites: none

Credits:

- Full Year: 8 (US) 15 (ECTS)
- Single Semester: 4 (US) 7.5 (ECTS)

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

Suitability:

- Study Options 1 or 2

Content:

In this module, students will be introduced to the process which corporations undertake to acquire money and allocate it to optimise investment decisions and maximise shareholders' wealth. The module delves in the realm of managing cost of financing and forecasting future cashflows and returns of different projects. It takes a thorough approach when looking into the various risks which affect corporations, and it will help you analyse and reflect on the interrelationship between interest rates, inflation and taxes and their effect on the viability of different finance sources and investments.

Students will learn about the relationship between risk and return, investment strategies, different asset classes and their associated benchmarking and valuation methods.

➤ **Overall Topics:**

❖ ***Introduction to the organisation:***

- The nature and purpose of financial management
- Financial objectives and relationship with corporate strategy
- Stakeholders and impact on corporate objectives
- Financial and other objectives in not-for profit organisations

❖ ***Time value of money and investment appraisal:***

- Interest rates and time value of money
- Investment appraisal techniques
- Allowing for inflation and taxation in DCF
- Adjusting for risk and uncertainty in investment appraisal

❖ ***Sources of Finance (intro):***

- The nature and role of financial markets and institutions
- Equity and debt financing
- Risk and return and diversification.
- Asset classes and investment methods
- The nature and role of money markets

❖ ***Risk management and Insurance:***

- Types of risks associated with finance sources and financial assets (regulatory, data, business risks).
- Risk reduction methods and practices.

❖ ***Alternative investments:***

- Investment strategies

- Hedge fund's structure, investor's return, fund manager's fee calculation
- Real estate investments and valuation methods
- Commodities and commodities derivatives

➤ **Autumn Semester:**

- Introduction – The Corporation
- Introduction to Financial Statements
- Financial Decision Making
- Time Value of Money
- Interest Rates
- Bond Markets & Valuing Bonds
- Investment Decision Rules
- Investment Appraisal

➤ **Spring Semester:**

- Stock markets & Valuing Stocks
- Fundamentals of Capital Budgeting
- Capital Markets & Pricing of Risk
- Optimal Portfolio Choice - Capital Asset Pricing Model
- Risk & Risk Management – Video - Discussion

Teaching: three hours weekly of lectures and practical workshops

Assessment:

➤ **Study Option 1:**

- Portfolio of in-class assessments (20%)
- Individual report (1,200 words) (30%)
- Three-hour exam (50%)

➤ **Study Option 2:**

- Financial analysis (2,000 words)

Note: methods of assessment and weighting are indicative only

Last updated: 04/05/25 PJW

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Module Code: BA5805
Module Title: Auditing
Level: 5
Prerequisites: Completion of introductory level module in financial accounting such as BA4204 or equivalent
Credits: <ul style="list-style-type: none"> • Full Year: 8 (US) 15 (ECTS) • Single Semester: 4 (US) 7.5 (ECTS)
Suitability: Study Options 1 or 2
Content: Students studying this module will develop an understanding of the operational, practical and theoretical issues in auditing. Students will develop an awareness of the audit process, its limitations and the influence of regulation on audits. In order to balance theory with practice, the module will cover relevant International Standards on Auditing and relevant statutes like the Companies Acts, Fraud Act, Money Laundering Act and Bribery Act. Case law in so far as it affects auditing practices will also be discussed. Ethics, corporate governance, environmental and social issues, fair values and information technology will also form part of the course curriculum.
<p>➤ Overall Topics:</p> <ul style="list-style-type: none"> • The role and context of modern auditing • Auditing concepts, including the postulates of auditing • Ethical framework, including independence, IFAC Code and safeguards. • Audit regulation, including UK company law, EU law, FRC, APB, FRRP, POB • Audit judgement and the risk-based approach to auditing. Audit planning and materiality • Audit evidence, including qualities sufficiency, relevance and reliability; audit assertions • Internal controls, including layers of control and regulation. Systems recording, testing and evaluation. Internal audit. Management letter • Substantive testing, including computer-assisted audit techniques and audit programmes. Audit sampling • Final work, including analytical review of financial statements, the audit of non-current assets, trade receivables, inventories, construction contracts, trade payables and financial liabilities • Final review, including post balance sheet date review, going concern, provisions, contingencies and letter of representation • The audit report, including the unmodified opinion and modified opinions • Audit quality and the expectations gap • Insolvency, including auditor responsibility and implications. • Corporate governance, including UK Corporate Governance Code and auditor's responsibilities • Fraud and auditor liability • Assurance engagements auditing in the public sector

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

- Current issues in auditing

➤ **Autumn Semester (indicative):**

❖ ***Introduction, Ethics, Corporate Governance and Audit Regulation***

- The concepts of auditing
- Auditor Independence and Audit Regulation. The audit simulation (part a: Audit Regulation & Corporate Governance)
- Auditor Independence and Audit Regulation. The audit simulation (part b: Auditor Independence & Professional Ethics)

❖ ***Risk, Planning, Evidence and Systems***

- Audit Risks, Screening and Planning
- Audit Evidence
- Control Systems
- Systems Testing and Evaluation

❖ ***Testing, Sampling and Materiality***

- Substantive Testing, CAATs, Sampling and Materiality (part a: Substantive Testing / CAATs)
- Substantive Testing, CAATs, Sampling and Materiality (part b: Sampling)
- Substantive Testing, CAATs, Sampling and Materiality (part c: Materiality)

➤ **Spring Semester:**

❖ ***Final Work***

- Final Work - Analytical Review – non-current assets and trade receivables
- Final Work - inventories, construction contracts, trade payables
- Final Review - post-balance sheet period, provisions, contingencies and letter of representation

❖ ***Assurance Engagements and the Audit Report***

- Assurance Engagement and Internal Audit
- Audit Report

❖ ***Fraud, Going Concern and Audit Quality***

- Fraud & Going Concern
- The Audit Expectation Gap and Audit Quality
- Auditor Liability

Teaching: weekly three-hour lectures and practical workshops

Assessment:

➤ Study Option 1:

- Portfolio of in-class work – five pieces (20%)
- 1,500-word report (30%)
- Three-hour written exam (50%)

➤ Study Option 2:

- Part of study option 1 assessment

Note: methods of assessment and weighting are indicative only

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Module Code: BA5812

Module Title: Accounting & Financial Management

Level: 5

Prerequisites: none

Credits:

- Full Year: 8 (US) 15 (ECTS)
- Single Semester: 4 (US) 7.5 (ECTS)

Suitability:

- Study Options 1 or 2 or 3
- **Can't be taken with BA4204, BA5802 or BA6327**

Content:

This module looks at value creation across all functions of the corporation or business for different industries and types of businesses. It starts with the evaluation of the KPI's of different types of businesses and their respective industries and how to do peer and industry analysis. It then moves to evaluating investment decisions (the assets side of a balance sheet), including capital budgeting, calculating project returns (NPV and IRR and other metrics) and how to choose the best projects that maximise returns for investment objectives and given risk constraints. It also covers how to unlock value in a choice of capital structure and financing decisions in terms of instruments, markets where you issue and how you determine your optimal capital structure subject to a target cost of funding and other structural constraints. It finishes with a review of how to put all this together to be able to value a business. Throughout the module students will also be introduced to how negotiation has

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

an impact on each area.

➤ **Topics:**

- The key skills you need to analyse any business or industry
- How to analyse an economy, an industry, or a business
- How to translate your analysis of the economy, industry or business into quantitative measures of value for both sides of your balance sheet
- How to think critically and adjust for gaps between theory and practice
- How to leverage negotiation skills in all aspects of the business
- How to assess corporate value creation
- Anchor skills: commercial, financial, critical thinking

Teaching: weekly lectures and workshops

Assessment:

➤ **Study Option 1:**

- Industry and Peer Group Analysis Report – 1600 words (40%)
- Corporate Valuation Report - 2400 words (60%)

➤ **Study Options 2/3:**

- Part of study option 1 assessment

Note: methods of assessment and weighting are indicative only

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Module Code: BA6204

Module Title: Advanced Financial Accounting for Business

Level: 5

Prerequisites: Completion of introductory level financial accounting such as BA4204

Credits:

- Full Year: 8 (US) 15 (ECTS)
- Single Semester: 4 (US) 7.5 (ECTS)

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

Suitability:

- Study Options 1 or 2
- **Can't be taken with BA4204**

Content:

This module focuses on the financial reporting requirements of corporate entities, both large and small and builds on concepts already studied in the first-year module, Financial Accounting for Business. This module explains the key elements of the conceptual and regulatory frameworks that guide financial reporting and also how to conduct an appraisal of financial statements of corporate entities. The importance of ethics and corporate governance will also be covered.

➤ **Overall topics:**

- The regulatory and conceptual frameworks: regulatory bodies, types of regulation and guidance, standard setting process, development, and content of the conceptual framework
- Company financial statements and their elements: statement of financial position, comprehensive income statement, statement of changes in equity, cash flow statements
- Specific accounting areas and international standards: presentation of financial statements; tangible and intangible assets, including impairment; reporting financial performance; consolidated financial statements
- Analysis and interpretation of financial position and performance
- Limitations of financial statements and of interpretation techniques
- Corporate governance including the UK Corporate Governance Code
- Ethics including IFAC's five principles and threats and the use of safeguards

➤ **Autumn Semester:**

❖ **Recap of Financial Accounting for Business**

❖ **The Corporate Reporting Environment**

Corporate reporting is a subset of financial accounting, which involves the reporting of financial information by corporations (companies) to entities and people outside of the business. This activity does not take place in isolation - it occurs within society and is governed by certain regulations, norms, expectations as well as by professional bodies.

In this topic students will be looking at regulatory environment (focusing on the UK regulatory framework and the IASB conceptual framework - which guides the financial reporting regulations), and also the wider corporate governance environment as well as ethical considerations.

❖ **Financial Statement Analysis**

Financial statements provide information about the performance, financial position, and cash movements of a company. They are useful for communication information for economic decision making purposes, and also for the assessment of stewardship. However, that information needs to be analysed to make best of use of the data provided.

Ratio analysis enables an analysis of a company's performance, financial position, financing risk and investor returns relative to previous years' performance and also compared to that of other reporting entities (within the same industry). The individual figures stated in the financial statements are difficult to interpret, particularly for comparing against other companies, given the different sizes of companies and the various different industries in which they operate. Ratio analysis puts those individual figures into a context to allow greater analysis and comparison.

Teaching: 3-hour weekly lectures and practical workshops

Assessment:

➤ Study Option 1:

- Group presentation (10-12 mins) (20%)
- Individual report (1,500 words)(30%)
- Portfolio (50%)

➤ Study Option 2:

- Group presentation (10-12 mins)
- Individual report (1,500 words)

Note: methods of assessment and weighting are indicative only

Last updated: 04/05/25 PJW

Module Code: BA6327

Module Title: Financial Management

Level: 6

Prerequisites: Prior study of accounting and statistics essential

Credits:

- Full Year (US) 15 (ECTS)
- Single Semester: 4 (US) 7.5 (ECTS)

Suitability:

- Study Options 1 or 2
- Cannot be taken with [BA5802](#) or [BA5812](#)

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

Content:

Working knowledge of finance by managers is a prerequisite for commercial viability of any enterprise. The offering of this module responds to the demand from potential employers for practically oriented education in financial management, underscored by the current stresses in financial and credit markets.

This module introduces business students to the key terminology and techniques of financial management that are regularly used in today's business environment. It lays the foundation for a proper understanding of more complex financial issues and is designed to equip students with knowledge of business finance required for making informed business decisions in a management-related career. The module explains the firm's goal of value maximisation, how the firm can make investment and financing decisions that add value, and also considers competing sources of finance available to firms and the main features of capital markets, with particular emphasis on the private sector of the UK economy.

➤ **Overall topics covered include:**

- Objectives of the firm and the role of financial manager; financial management and the financial environment
- Elementary financial mathematics and the time value of money
- Non-discounting methods of investment appraisal
- Discounted cash flow methods of investment appraisal
- Practical aspects of investment appraisal
- Risk in investment appraisal
- Pricing of securities and an introduction to portfolio theory
- CAPM and the role of the beta-factor
- Sources of long-term finance
- Stock markets and capital market efficiency
- The valuation model and costs of capital estimations
- Weighted average cost of capital (WACC)
- Gearing and the cost of capital
- Dividend decision

➤ **Autumn Semester:**

- ❖ **Introduction to the Financial World:** Objective of the firms, Main types of business organisations
Stakeholders in a business, ownership vs control, stock market
- ❖ **Financial Statement Analysis:** Financial vs non-financial information, Balance sheet, Income statement, Cash flow, Non-financial information, Regulation of company financial statements
- ❖ **Financial Ratio analysis:** Define and discuss the importance of ratio analysis, Liquidity ratios, Profitability ratios, Leverage ratios, Working capital ratios, Valuation ratios, Evaluate the usefulness of ratio analysis.
- ❖ **Introduction to Bloomberg:** Navigating the Bloomberg terminal, F8 Equity functions, Key screens for company specific information - DES, FA, HP, ANR, CN, RV etc, Screening for companies that match a

search criteria – EQS, Bloomberg Excel template library, Downloading BB data into Excel.

- ❖ **TVM and Capital budgeting**
- ❖ **Capital investment appraisal**
- ❖ **Sources of financing – Internal**
- ❖ **Sources of financing – External**

Teaching: weekly three-hour lecture/seminars

Assessment:

➤ **Study Option 1:**

- 2 x in-class test – 1 hour each (50%)
- Individual Report – 2,500 words (50%)

➤ **Study Option 2:**

- Financial Management Report – 1,500 words (100%)

Note: methods of assessment and weighting are indicative only

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Module Code: BA6508

Module Title: Money, Banking and Financial Markets

Level: 6

Prerequisites: prior study of finance

Credits: 4 (US) 7.5 (ECTS)

Suitability:

- This module runs entirely in the **Spring** semester
- Study Options 1 or 3

Content:

This module is for those students who want to develop their knowledge of finance into the areas of banking and financial markets. The module is concerned with the principles of management and strategic management and their applications to the financial services sector, including the banking, insurance, and securities sectors and financial markets and systems, all of which are essential to the functioning of modern economies. Although the module is about financial systems in general, there will be frequent reference to contemporary issues and problems, and to their historical antecedents. The approach will incorporate a blend of published economic and financial data, and as far as possible, international comparisons.

➤ **Topics:**

- Financial markets and institutions: Participants and institutions involved in financial markets, such as banks, insurance and securities companies; Securities traded in these markets
- Banking industry: types of banks; the business of banking; competition and bank consolidation; financial innovation
- Banking Industry and the Management of Financial Institution
- The Risk and Term Structure of Interest rates
- The stock Market, the Theory of Rational Expectations, and the Efficient Market Hypothesis
- Theories and principles associated with international financial markets, exchange rate markets and institutions.

Teaching: weekly 3-hour lectures and seminars

Assessment:

- In-class MCQ test – 2 hours (40%)
- 1,500-word report (60%)

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Module Code: BA6804

Module Title: Theory and Practice of Taxation

Level: 6

Prerequisites: prior study of financial/business/management accounting at university level

Credits:

- Full Year: 8 (US) 15 (ECTS)

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

- Single Semester: 4 (US) 7.5 (ECTS)

Suitability: study options 1 or 2

Content:

Students studying this module will develop an understanding of the operational, practical and theoretical issues in personal and business taxation. Students will develop skills of analysis and interpretation of information and communication of recommendations in a professional manner appropriate to the intended audience e.g. clients and the HMRC.

➤ **Overall topics covered include:**

- The reasons for taxation and the main sources of UK tax revenue
- The tax professional, ethical code of practice.
- Revenue law statutes and cases, extra-statutory concessions and revenue practice.
- Individual taxation. Including, basic income tax computations, national insurance, administration and collection including self-assessment.
- Income from Investments, bank interest, dividends and property. Pensions, Enterprise Investment schemes, Venture Capital Trusts and other investment schemes.
- Income from employment. Including employment verses self-employment, benefits and PAYE schemes.
- Trading income. Including the Badges of Trade, computation of profit, basis periods, commencement and cessation, capital allowances and losses.
- Capital taxes. Inheritance tax; basic computation and administration. Capital gains tax, including computation of chargeable gains, indexation, taper relief, losses, deferral relief, shares and investments and Principal Private Residence exemption.
- Corporation tax. Including computation of taxable profits, tax rates, losses, corporation tax groups.
- Value added tax. Including Administration, compulsory registration, input and output VAT, partial exemption and penalties.
- Overseas aspects of taxation. Including residency and tax havens.
- Tax planning.
- The economic implication of fiscal policy.

➤ **Autumn Semester: Income Tax, Inheritance Tax**

- Introduction/Pensions/Property
- Employment/ PAYE
- Trading Income
- Capital Allowances
- Losses
- Capital Gains
- Inheritance Tax

➤ **Spring Semester: Corporation Tax, VAT, Law**

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

Teaching: weekly 3-hour lecture/workshop

Assessment:

➤ Study Option 1:

- 2 short in-class tests (30%)
- Group presentation (20%)
- Exam – 3 hours (50%)

➤ Study Option 2:

- 1,500-word report on comparative tax systems (70%)
- 2 in-class tests (30%)

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Module Code: BA6806

Module Title: Business Law and Ethics

Level: 6

Prerequisites: none

Credits:

4 (US) 7.5 (ECTS)

Suitability:

- This module runs entirely in the autumn semester
- Study Options 1 or 2
- **Can't be taken with BA5196**

Content:

This module is designed to provide students with a general understanding of the English legal system and a more advanced understanding of the principal areas of law that may be encountered in business or professional practice and which are of concern to accounting and finance professionals, focussing

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

on civil and criminal consequences for these professionals. The module commences with a focus on sources of law and the court system in England and Wales, before considering the areas of contract, agency and tort law, which underline business transactions. This module will then examine unethical and criminal behaviour relevant to accountants or business in practice, including ethical behaviour, fraud, bribery and anti-money laundering.

➤ **Topics:**

- The legal environment: what is law and sources of law
- Contract law: contract formation, content of contracts, the terms of a contract, vitiating factors, discharge of a contract and remedies
- Agency Law
- Tort Law: tort of negligence and product liability
- Identify instances and consequences of fraud, bribery and money laundering
- Recognise the relationship between legal principles and ethical codes and developing an understanding of business ethics
- Identify the requirements of the Data protection Act 2018

Teaching: weekly lectures and workshops

Assessment:

- Coursework 1 – 1000 words (40%)
- Coursework 2 – 1,500 words (60%)

Note: methods of assessment and weighting are indicative only

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Module Code: BA6807

Module Title: Financial Investments

Level: 6

Prerequisites: none

Credits:

4 (US) 7.5 (ECTS)

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

Suitability:

- This module runs entirely in the autumn semester
- Study Options 1 or 2

Content:

This module provides a comprehensive introduction to financial markets and investment strategies. It covers essential topics such as the functioning of financial markets, asset classes, security valuation, portfolio management, and derivatives. The course is designed to equip students with the theoretical and practical knowledge required for making informed investment decisions, managing risk, and understanding the dynamics of the global financial system. The module also incorporates real-world case studies to bridge theory and practice, preparing students for successful careers in finance.

➤ **Topics:**

The topics of this module consist of five sections:

- **Foundations of Financial Markets and Investment** introduces the fundamental concepts of financial markets, different types of assets, and the investment process.
- **Equilibrium in Capital Markets and Security Valuation** focuses on the principles of market equilibrium and various techniques used to value financial assets like equities and bonds.
- **Portfolio Theory and Practice** covers the fundamentals of portfolio management, including risk-return trade-offs and diversification strategies.
- **Derivatives Market** provides an overview of derivatives and their use in hedging and investment strategies.
- **Applied Portfolio Management brings** together all concepts covered in the module, focusing on risk management and the practical application of portfolio management techniques.

Teaching: weekly lectures and workshops

Assessment:

- Group coursework – 2,500 word report (30%)
- Individual coursework – Individual Portfolio Analysis 1,750 words (70%)

Note: methods of assessment and weighting are indicative only

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Module Code: BB4206
Module Title: Data and Technology in Business
Level: 4
Prerequisites: none
Credits: <ul style="list-style-type: none"> • Full Year: 8 (US) 15 (ECTS) • Single Semester: 4 (US) 7.5 (ECTS)
Suitability: <ul style="list-style-type: none"> • Study Options 1 or 2 • Cannot be taken with BB4401 or BM4004
Content: <p>Information Technology is the ultimate change agent impacting industry structures, strategic positioning, customer interactions and every part of a business function. This module focuses on how data analytics and digital technologies are utilised by businesses to enable better decisions and alter consumer interactions. Understanding the business value of data and digital technology not only requires knowledge and an appreciation of various analytical techniques, but also on the effective use of information technology (IT) for the gathering, summarising and communication of this information.</p> <p>An appreciation that analytics and information technology are mutually dependent business topics, enables students to use them effectively within a business environment. The module will use a problem-centric approach applying analytical techniques with the aid of information technology, and the development of employability skills associated with these.</p> <p>In this module students will explore different technologies and their application in business process examples. They will receive development on specific technologies such as Excel to increase their confidence in its use. Students will explicitly be supported in the development of their analytical, digital, organisation and teamwork skills with tools, in-class exercises and specific sessions on skills to support the relevant assessments.</p> <p>➤ Topics in this module include:</p> <ul style="list-style-type: none"> • Fundamental analytical techniques and foundation principles and their importance when using software • Representing data and information in application software such as spreadsheets, databases and on the internet for effective understanding and communication with external and internal stakeholders and customers. • Analysing and describing data using appropriate statistical and analytical tools to analyse business problems and to identify and communicate their solution

- The relationship between technology and evolving business strategies, operations, and behaviour
- Ethical implications of technology development
- Advances that will transform life, business, and the global economy, open business, open data, and innovation
- Anchor skills: analytical, digital, organization, teamwork

Teaching: weekly lectures and workshops

Assessment:

➤ Study Option 1:

- Individual portfolio – 2,500 words (80%)
- Group Design Project - 500 words per student (20%)

➤ Study Option 2:

- Part of Study Option 1 assessment

Note: methods of assessment and weighting are indicative only

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Module Code: BB4207

Module Title: Global Business Environments

Level: 4

Prerequisites: none

Credits:

- Full Year: 8 (US) 15 (ECTS)
- Single Semester: 4 (US) 7.5 (ECTS)

Suitability:

- Study Options 1 or 2
- Cannot be taken with BB4405

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

Content:

This module aims to provide students with a comprehensive understanding of the external context in which organisations operate and where they will eventually work. As potential future managers, tasked with assisting and directing members of organisations to achieve their objectives, students need to be equipped with the ability to comprehend the various components of the context in which organisations function. The complexity of the external environment, including interactions with industries and organisations, significantly influences the structure of organisations and teams.

In this module, students will be introduced to fundamental business and economic concepts, with a strong emphasis on applying them to contemporary issues in the realms of governments, businesses, and markets. The course material and format are carefully crafted to foster a student's capacity for clear and well-structured analysis. Throughout the module, students will gain awareness and comprehension of essential business economic principles, enabling them to communicate these concepts effectively using appropriate terminology.

➤ **Autumn Semester: Microeconomics & Macroeconomics**

❖ ***Microeconomics***

- Introduction
- Business Structures and Purposes
- Consumer Analysis
- Producer Analysis
- Competitive Environment
- Labour Market
- Market Failure and the Role of the Government

❖ ***Macroeconomics***

- Macroeconomic basics
- Demand and Supply Side Policies

➤ **Spring Semester: Macroeconomics & Global Issues**

❖ ***Macroeconomics***

- Political Environment
- Technology and Entrepreneurship
- Legal Environment
- Socio - Cultural Identities

❖ ***Global Issues***

- Developing and Developed Countries
- Globalisation/ Trade trends
- Global Financial System
- Global Supply Chain

Teaching: weekly lectures and workshops

Assessment:

➤ Study Option 1:

- 1,200-word report (30%)
- Individual case study portfolio – 1,800 words (50%)

➤ Study Option 2:

- 1,500-word report (100%)

Note: methods of assessment and weighting are indicative only

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Module Code: BB4401

Module Title: Business Information Analysis

Level: 4

Prerequisites: none

Credits:

- Full Year: 8 (US) 15 (ECTS)
- Single Semester: 4 (US) 7.5 (ECTS)

Suitability:

- Study Options 1 or 2
- Cannot be taken with BB4206 or BM4004

Content:

This module is an introduction to the mutually dependent business topics of mathematics and information technology. It provides motivation for the use of these topics in business problem solving and emphasises their need for one another. These days one would not use mathematics to solve a business problem without the aid of information technology, and equally importantly one cannot efficiently or effectively use information technology without mathematics. The module will be delivered using a problem-centric approach. The students will be required to design and create models using appropriate applications software such as spreadsheets and

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

database and use relevant mathematics, statistics and distributions to summarise and analyse data to inform decision-making.

➤ **Topics in this module include:**

The module sessions will be interactive and will take place in computer labs where students will have the opportunity to practice the skills introduced on the module. These skills include:

- Using mathematical abstractions such as sets and functions in applications software and their importance to the effective and efficient use of applications software
- Representing information appropriately in application software such as spreadsheets and databases
- Creating effective and efficient models in application software that support the solution of a problem
- Summarising and analysing data using descriptive statistics and tabular distributions
- Using the functionality provided by applications software to implement the approaches effectively and efficiently to summarising and analysing data
- Presenting the results of analyses clearly and concisely in a form that is accessible to the reader
- Comparing and contrasting applications software and understanding their importance in business
- Developing Web pages using HTML and CSS

➤ **Autumn Semester: Introduction To Statistics and Spreadsheets**

- Data analysis
- Distributions, Descriptive Statistics and Pivot Tables
- Distributions, Descriptive Statistics and Pivot Tables
- Variability of Data, Grouped Data and the Shape of Data
- Excel Skills

➤ **Spring Semester: Databases and SQL; Sage Digital Cloud Financial Skills**

❖ ***Databases and SQL***

- Introduction to Databases and SQL
- More SQL: Where Clause and SQL Functions
- SQL functions and Selecting from Multiple Tables

❖ ***Sage Digital Cloud Financial Skills***

- Sage Opening Balances & Journals
- Sage Sales & Purchase Ledger Transactions
- Bank & Petty Cash Transactions
- Sage Bank & Petty Cash Transactions
- Management Reports & Data Security
- Sage Accruals, Prepayments and Depreciation
- Using Excel Unit

Teaching: two 2-hour weekly sessions in pc lab

Assessment:

➤ **Study Option 1:**

- Portfolio of four in-class tests, 45 mins each totalling 3 hours overall (50%)
- Individual assignment – 1,500 words (50%)

➤ **Study Option 2:**

- individual report – 2000 words (100%)

Note: methods of assessment and weighting are indicative only

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Module Code: BB4405

Module Title: The Accountants Business Environment

Level: 4

Prerequisites: none

Credits:

- Full Year: 8 (US) 15 (ECTS)
- Single Semester: 4 (US) 7.5 (ECTS)

Suitability:

- Study Options 1 or 2 or 3
- Cannot be taken with BB4207

Content:

The Accountant's Business Environment introduces Accounting and Finance students to theories and practices of business organisations. The internal structures and relations of businesses are covered as well as their interactions with the external economic, legal, social and technological environments. Explanations are offered of how the organisation of businesses is shaped by (a) the behaviour of individual, groups and organizations and (b) by the external influences of markets, industries and the macroeconomic environment. Special attention is

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

given to considerations of businesses ethics and values. In the module students engage in activities that enable them to develop their academic and other relevant skills, which can be applied throughout their time at university and taken into their future work and organisations.

➤ **Autumn Semester: Economics**

- Introduction: The Big Picture
- Collaboration and Coordination
- Consumption
- Production
- Competitive Environments
- Entrepreneurship and Innovation
- CSR and the Government
- The Macroeconomy
- Macroeconomic Management
- The International Business Environment
- International Economic Relations

➤ **Spring Semester: Organisational Behaviour (OB)**

- What is OB?
- Organisational Culture
- Personality
- Communication
- Groups and Teams
- Leadership
- Change
- Mental health and well-being in the workplace
- Power and Politics

Teaching: weekly lectures and workshops

Assessment:

➤ **Study Option 1:**

- Economics individual report – 750 words (25%)
- OB individual report – 750 words (25%)
- 3-hour exam (50%)

➤ **Study Options 2/3:**

- Part of study option 1 assessment

Note: methods of assessment and weighting are indicative only

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Module Code: BB4405

Module Title: The Accountants Business Environment

Level: 4

Prerequisites: none

Credits:

- Full Year: 8 (US) 15 (ECTS)
- Single Semester: 4 (US) 7.5 (ECTS)

Suitability:

- Study Options 1 or 2 or 3
- Cannot be taken with BB4207

Content:

The Accountant's Business Environment introduces Accounting and Finance students to theories and practices of business organisations. The internal structures and relations of businesses are covered as well as their interactions with the external economic, legal, social and technological environments. Explanations are offered of how the organisation of businesses is shaped by (a) the behaviour of individual, groups and organizations and (b) by the external influences of markets, industries and the macroeconomic environment. Special attention is given to considerations of businesses ethics and values. In the module students engage in activities that enable them to develop their academic and other relevant skills, which can be applied throughout their time at university and taken into their future work and organisations.

➤ **Autumn Semester: Economics**

- Introduction: The Big Picture
- Collaboration and Coordination
- Consumption
- Production
- Competitive Environments
- Entrepreneurship and Innovation
- CSR and the Government
- The Macroeconomy

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

- Macroeconomic Management
- The International Business Environment
- International Economic Relations

➤ **Spring Semester: Organisational Behaviour (OB)**

- What is OB?
- Organisational Culture
- Personality
- Communication
- Groups and Teams
- Leadership
- Change
- Mental health and well-being in the workplace
- Power and Politics

Teaching: weekly lectures and workshops

Assessment:

➤ **Study Option 1:**

- Economics individual report – 750 words (25%)
- OB individual report – 750 words (25%)
- 3-hour exam (50%)

➤ **Study Options 2/3:**

- Part of study option 1 assessment

Note: methods of assessment and weighting are indicative only

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Module Code: BB5113
Module Title: Data Analysis for Business
Level: 5
Prerequisites: Prior study of business information analysis/data analytics/statistics modules such as BB4401 or similar
Credits: 4 (US) 7.5 (ECTS)
Suitability: <ul style="list-style-type: none"> • This module runs entirely in the autumn semester • Study Options 1 or 2 • Cannot be taken with BB5115 or BB6308
Content: <p>The aim of this module is to give students a foundation in the uses of data analytics for business. It aims at a critical understanding of issues regarding the collection of data and the correct application of statistical techniques in a business context.</p> <p>The module introduces students to analytical tools and including inferential data analysis to support business decision-making. The module builds upon the skills gained during the first year and develops students' abilities for problem articulation, analysis, and evaluation.</p> <p>Students will develop and extend their technical skills to reflect those required in the workplace and will also develop an appreciation of the quality of data, the meaning of findings and the limitations of model building. This will enable students to make decisions on a more informed basis.</p> <p>➤ Topics:</p> <p>❖ <i>Data, Probability and Probability Distributions</i></p> <ul style="list-style-type: none"> • Data Types, Measurement and Collection • Probability and Probability Distributions • Discrete Probability Distributions • Continuous Probability Distributions • Sampling <p>❖ <i>Inferential Statistics and Estimation</i></p>

- Estimation and Confidence Intervals
- Hypothesis Testing
- Comparing two populations
- Categorical methods
- Correlation and Regression

Teaching: weekly 3-hour lectures and tutorials based around lab sessions

Assessment:

- Practical exercises: Excel & statistical and modelling skills (30%)
- Individual report: data analysis (70%)

Note: methods of assessment and weighting are indicative only

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Module Code: BB5114

Module Title: Technology in Focus

Level: 5

Prerequisites:

prior study of business information analysis/data analytics/statistics modules such as [BB4205](#) *Data and Digital in Business* or similar is required

Credits: 4 (US) 7.5 (ECTS)

Suitability:

- This module runs entirely in the **spring** semester
- Study Options 1 or 3

Content:

This module introduces the changing landscape of information architecture use in enterprises. This will involve studying typical business information architectures, along with the changes that commoditisation, disruption, and new and emerging IT technologies have on business processes, services, and end-user behaviour. Delivered through practical work engaging with technologies, the module will demonstrate the important link between evolving business strategy and IT.

➤ **Topics:**

- Architectures and Business Functions
- Process Management
- Support Technologies
- Data Modelling and Information Management
- Large Language Models and Machine Learning
- Web Services and Service Oriented Architecture
- Ethics and Regulatory Challenges

Teaching: weekly 3-hour workshops in pc lab

Assessment:

- Project Plan - 500 words (20%)
- Report - 2000 words (80%)

Note: methods of assessment and weighting are indicative only

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Module Code: BB5115

Module Title: Digital Analytics for Business

Level: 5

Prerequisites: maths/statistics at university level

Credits: 4 (US) 7.5 (ECTS)

Suitability:

- This module runs entirely in the **autumn** semester
- Study Options 1 or 2
- Cannot be taken with BB5113 or BB6308

Content:

This module is designed to provide students with the fundamental knowledge and skills required to analyse data using appropriate digital technologies. Students will explore how data-driven insights drive data-based decision making with hands-on experience in using appropriate tools (e.g. Tableau, Power BI, scripting languages) for data visualisation and analytics. The module enables students to use appropriate data preparation, storage, analysis, and visualisation tools and develop skills to generate and effectively communicate the value of data driven insights for business stakeholders.

➤ **Topics:**

- The importance of digital analytics in business
- Data collection and storage
- Data cleaning and preparation
- Exploratory data analysis
- Data visualisation
- Using Website, social and other analytics
- Anchor skills: digital, analytical, problem-solving

Teaching: weekly 3-hour workshops in pc lab

Assessment:

- Practical exam – 2 hours (30%)
- Infographic Project - 2000 words (70%)

Note: methods of assessment and weighting are indicative only

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Module Code: BB6115

Module Title: Data and Digital Driven Design

Level: 6

Prerequisites: none

Credits: 4 (US) 7.5 (ECTS)

Suitability:

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

- This module runs entirely in the **spring** semester
- Study Options 1 or 3

Content:

This module will equip students with the knowledge, skills and technologies required to manage and design a typical information architecture solution using an agile management approach using no or low code solutions. Students will gain experience in Agile; in designing and implementing a prototype mobile and web application; in learning about modelling data and the importance of navigation and search, and in understanding data provenance, life cycles, and presentation. Sessions will be interactive and include a mix of teacher-led learning, problem-solving, and student-led learning.

➤ **Topics:**

- Specifying and managing an appropriate data design
- Modelling and implementation paradigms such as Agile and RAD
- How mobile and rapid applications are prototyped
- The importance of navigation, search, findability and usability in modern IA designs
- Implementation issues of security and privacy
- Anchor skills: initiative, problem solving, creativity, organization, project management, communication, digital, data management

Teaching: weekly 3-hour lectures and workshops in pc lab

Assessment:

- Project plan - 500 words (20%)
- Digital App Prototype and specification - 2000 words (80%)

Note: methods of assessment and weighting are indicative only

Last updated: 04/05/25 PJW

Module Code: BB6309

Module Title: Digital Innovation and Transformation

Level: 6

Prerequisites:

Prior study of business/management

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

Credits:

- Full Year: 8 (US) 15 (ECTS)
- Single Semester: 4 (US) 7.5 (ECTS)

Suitability:

- Study Options 1 or 2

Content:

This module provides students with an understanding of the digital innovation process and its role in driving business transformation. The module covers the principles, strategies, and practices of digital innovation and transformation, including the key technologies, platforms, and tools that enable innovation in the digital age. Students will learn how digital innovation can transform businesses, create new business models, and new ways of working. The module enables students to develop consultancy skills through working with key stakeholders in identifying opportunities for digital innovation and applications of transformation strategies to generate value for customers and stakeholders alike.

In this module students will harness digital technologies to bring about business transformation through innovation. They will receive development on specific tools and techniques to work through the technology challenges in the business process lifecycle. Students will explicitly be supported in the development of their commercial, organisation, adaptability, teamwork, communication, and negotiation skills with tools, in-class exercises and specific sessions on skills to support the relevant assessments.

➤ **Topics:**

- Key drivers and trends in digital innovation and transformation
- Digital innovation strategies such as open innovation, crowdsourcing, agile development, and lean start-up
- Platforms and technologies including cloud computing, big data, artificial intelligence, blockchain, and the Internet of Things (IoT)
- Stages of the digital innovation process including ideation, experimentation, prototyping, testing, and scaling
- Techniques for delivering effective consulting, including framing the client's problem, identification of core issues for investigation, applying appropriate strategies and business models
- Digital innovation and transformation strategy, stakeholder management, change management, and measurement and evaluation of success.
- Digital transformation in practice – new ways of working and management of agile development
- Challenges and risks associated with digital innovation including data privacy and ethical considerations
- Anchor skills: commercial, organization, adaptability, teamwork, communication, negotiation

Teaching: weekly lectures and workshops

Assessment:

➤ Study Option 1:

- A skills portfolio of in-class tasks (20%)
- Group presentation – 10 mins (20%)
- 3,000-word report (60%)

➤ Study Option 2:

- Part of study option 1 assessment

Note: methods of assessment and weighting are indicative only

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Module Code: BH4105

Module Title: Organisations & People

Level: 4

Prerequisites: none

Credits:

- Full Year: 8 (US) 15 (ECTS)
- Single Semester: 4 (US) 7.5 (ECTS)

Suitability:

- Study Options 1 or 2 or 3

Content:

In today's dynamic business environment, understanding the interplay between people and organisations is crucial for effective management and sustainable success. This module delves into the fundamental concepts and theories of organisational behaviour and key principles of human resource management. It emphasises the importance of comprehending effective relationships and interactions between individuals, groups, and the organizations they work within in an era increasingly dominated by AI and technological advancements.

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

Through live briefs and work-based learning students will learn how relationships are built and function, and how by understanding the behaviour and needs of people and adopting of a service mindset they can achieve organisational excellence.

Students will also be introduced to Future Skills through engagement with Navigate. This will enable students to build their portfolio of skills/ strengths and artefacts (reports/ presentations etc.) and initiate design of their external portfolio to present to potential employers or personal tutors.

➤ **Topics:**

- The history, development, and importance of organisational behaviour across functions and stakeholder groups for today and the future workplace at:
 - The Individual level:
 - Individual differences and diversity
 - Perceptions and communication
 - Motivation
 - Wellbeing
 - The Group level:
 - Groups and teams
 - The nature of leadership
 - The role of management
 - The Organisational level:
 - Organisational strategy and ethics
 - Organisation structure and design
 - Cultures: global, national, and local
 - Stakeholder relationship management
- **Introduction to Human Resource Management**
 - The context of HRM
 - Employment Relationship
 - Recruitment and Selection
- **People**
 - Introduction to 'service mindset', carrying out research/analysis on behaviours and needs and setting out plans to achieve people excellence at work
 - How technological advancements, including AI, are transforming workplaces and the implications for people and organization
- **Personal Portfolio development**
 - Development of an e-portfolio to understand personal strengths, personality, values and mindset.

Teaching: weekly lectures and workshops

Assessment:

➤ Study Option 1:

- Individual report - 1,500 words (50%)
- Portfolio - 2000 words (50%)

➤ Study Option 2:

- Part of study option 1 assessment

➤ Study Option 3:

- Part of study option 1 assessment

Note: methods of assessment and weighting are indicative only

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Module Code: BH5104

Module Title: Organisations, Culture and Operations

Level: 5

Prerequisites: none

Credits:

4 (US) 7.5 (ECTS)

Suitability:

- This module runs entirely in the **autumn** semester
- Study Options 1 or 2

Content:

This module will introduce a broad range of business concepts, including organisational structure, stakeholder analysis and national culture. Students will gain an appreciation of the broad range of contemporary organisations in operation across size and industry and economies. Students will consider the ways that external

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

factors are creating change in the business environment. They will also build an appreciation for cultural aspects within and external to organisations. Students will work on live/contemporary business challenges as part of this module.

➤ **Topics:**

- External business environmental impact
- Internal and external economic factors
- External and internal organisational environment
- Types of public and private sector organisations (profit and not-for-profit, social organisations)
- Organisational structures
- Organisational cultures
 - The political, economic, socio-cultural, technological, legal and ecological dimensions to an organisation's external environment
- Stakeholder analysis
- The impact that a change in national and global economic systems can have on the competitive environment
- Anchor skills:
 - cultural awareness
 - relationship building
 - analytical
 - presentation

Teaching: weekly lectures, tutorials and seminars

Assessment:

- 1,000-word report (40%)
- Portfolio: Data collection, Engagement log, Report (60%)

Note: methods of assessment and weighting are indicative only

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Module Code: BH6014

Module Title: The Learning Organisation

Level: 6

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

Prerequisites: university-level study of HRM/Organisational Behaviour
Credits: 4 (US) 7.5 (ECTS)
Suitability: <ul style="list-style-type: none"> • This module runs entirely in the spring semester • Study Options 1 or 3
Content: <p>Learning and development (L&D) is a major need for all businesses and stakeholders. Best practices in L&D analysis, design, development, and the use of contemporary technology are important considerations for roles related to HRM, knowledge management and all managers of people and teams.</p> <p>This module addresses the need for learning and development to be delivered strategically to enhance both individual performance and organisational success. Students will develop an understanding of the status of L&D strategies in organisations. Students will develop an understanding of how to design and deliver responses to contemporary challenges and problems in L&D as well as L&D technology. Drawing upon knowledge acquired from a range of other modules, students will learn how to design successful L&D programmes. Students will appreciate the role of culture, leadership, and usage of various delivery methods to create L&D initiatives.</p> <p>➤ Topics:</p> <ul style="list-style-type: none"> • Introduction to Learning Organisations • Leadership and Learning Organisations • The Role of Culture in organisational learning • Learning and Development Practice • Individual and Collective Learning for innovation • Identifying L&D Needs and problem solving • Designing, Delivering and Facilitating Learning and Development Activities • Using Technology in L&D practices • Knowledge management within organisations • Coaching and mentoring theories and practices • Evaluating and Calculating Return on Investment for L&D Interventions • Anchor skills: initiative, problem solving, creativity, organization, project management, communication, analytical
Teaching: weekly lectures and workshops
Assessment: <ul style="list-style-type: none"> • individual report based on scenario - 1000 words (50%)

- Portfolio (1500 words equivalent includes 500 words self-reflection report and 1000 words L&D report) (50%)

Note: methods of assessment and weighting are indicative only

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Module Code: BH6016

Module Title: Leadership, Transformation and Complexity

Level: 6

Prerequisites: university-level study of HRM/Organisational Behaviour

Credits:

- Full Year: 8 (US) 15 (ECTS)
- Single Semester: 4 (US) 7.5 (ECTS)

Suitability: Study Options 1 or 2 or 3

➤ **Content:**

Businesses are operating in complex and rapidly changing environments. There is the need to sense disruption and change and create readiness across the organisation to respond to changes. Leaders of the future will need to consider the tools they need to sense and operate in these environments.

This module addresses complexity and sense making to identify changes in the environment. It includes theoretical and practical perspectives of effective and responsible leadership in contemporary complex and changing organisational contexts. Students will critically evaluate concepts of leadership alongside current practices of leading change in contemporary organisations faced with complex and uncertain environments. Students will consider the transitions organisations have, are and will be going through and the implications for leadership.

Students will critically reflect on their own leadership capacity and skills in initiating and leading change in different contexts. Students will consider their own progress and career journey in the context of these environments and leadership styles.

The future Skills stage 3 - APPLY programme is integrated into this module to support discussions with

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

stakeholders who can aid students in succeeding in graduate level jobs.

➤ **Topics:**

- Paradigm of Organisations
- Culture and organisation design for leadership complexity
- Complexity and sensemaking
- Contemporary theoretical approaches to leadership
- Emotional intelligence, resilience, and engagement in the practice of leadership
- Ethical dimensions of Authentic leadership (e.g., Equality, Diversity and Inclusion; Sustainability; Work-Life Balance)
- Creativity and innovation
- Negotiation in the context of the complexities and challenges associated with leading individuals and teams
- Conceptual perspectives on leading change and organisational change practices
- Change leadership, the importance of followership, and overcoming resistance to change
- Leadership in roles in the contemporary environment
- Anchor skills: creativity, problem-solving, collaboration, presentation/communication, perseverance

Teaching: weekly lectures, tutorials, workshops and seminars

Assessment:

➤ **Study Option 1:**

- 2000-word individual report (60%)
- Portfolio (2000 words equivalent) (30%)
- Skills E-portfolio – 1000 words (10%)

➤ **Study Options 2/3:**

- Part of study option 1 assessment

Note: methods of assessment and weighting are indicative only

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Module Code: BM4001

Module Title: The Marketing Mindset

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

Level: 4
Prerequisites: none
Credits: <ul style="list-style-type: none"> • Full Year: 8 (US) 15 (ECTS) • Single Semester: 4 (US) 7.5 (ECTS)
Suitability: Study Options 1 or 2
<p>➤ Content:</p> <p>The breadth and diversity of marketing functions and job roles creates a complex landscape, making it hard for those new to the industry to navigate and understand what it actually is that marketers do. Without clarity on different skillsets, preferences and characteristics, setting an agenda for personal development is difficult. The core objective of this module is to establish what makes a successful professional marketer. This includes developing a critical understanding of concepts relating to the self, teams and leadership across different settings.</p> <p>Studying a range of different business and marketing functions, students will gain first-hand knowledge of the types of jobs and roles available, as well as the associated characteristics required to succeed. An element of self-assessment and analysis are part of this module to aid self-reflection and personal development throughout the whole course.</p> <p>➤ Topics:</p> <ul style="list-style-type: none"> • Research and analysis into the structure and organisation of the professional marketing job market • Company case studies: identification of key roles, departments, skillsets and people • Identification of marketing ‘heroes’ • Reflecting on personal goals and development needs • Anchor skills: teamwork, creativity, communication, relationships, organization, self-awareness, cultural awareness <p>➤ Autumn Semester:</p> <ul style="list-style-type: none"> • Understanding the Role and Scope of Marketing • Trends in Marketing • Introducing Management: Theory to Practice • Careers in Marketing • The Skills and Knowledge Needed in Marketing • Creating Value through Marketing • Understanding consumer behaviour • Marketing research: from Customer Insights to Actions

- Professional Identity in Business and in Marketing

Teaching: weekly 4-hour interactive lectures and workshops

Assessment:

➤ Study Option 1:

- Individual portfolio: poster presentation (marketing role model) (50%)
- Reflective blog (skills) (30%)
- Group presentation (20%)

➤ Study Option 2:

- Part of study option 1 assessment

Note: methods of assessment and weighting are indicative only

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Module Code: BM4002

Module Title: The Business of Marketing

Level: 4

Prerequisites: none

Credits:

- Full Year: 8 (US) 15 (ECTS)
- Single Semester: 4 (US) 7.5 (ECTS)

Suitability: Study Options 1 or 2

Content:

In this module students will first be introduced to the fundamental principles of business, and the influences that affect organisations' business and marketing functions. They will evaluate markets, the economic systems that govern them, and the key players that operate within them. The module then takes students on a journey inside organisations to gain first-hand knowledge of marketing functions and the associated processes deployed by successful marketers. This includes understanding how organisations are designed around marketing

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

operations, allowing them to react to and even predict consumer behaviour. Translating consumer insights into business problems sets up innovation challenges for businesses, which students will practically address.

Throughout this module, students will actively apply theoretical frameworks and methodologies discussed, engaging in a systematic process to develop innovative product or service solutions that address pertinent consumer-related issues.

➤ **Overall Topics:**

- The factors of the macro and micro and internal environment
- The market system and market structures
- Fundamental principles of microeconomics: supply, demand, and elasticity
- Marketing in organisations
- Stakeholders, the obvious, the important and the unseen
- How buyer behaviour influences design
- Identification of human-centred problems
 - Solving human-centred problems
 - Design thinking in organisations
 - The importance of ethical consideration in design
 - Commercialising ideas and innovation
 - Service and product design
- Anchor skills:
 - entrepreneurship
 - relationship building
 - commercial
 - ethical behaviour

➤ **Autumn Semester:**

- Introduction to organisations and their environment
- Globalisation and de-globalisation
- Legal vs ethical landscape
- (Geo) politics, macroeconomics, and trade
- Demographic social and cultural context of business and marketing
- Tech people natural resource
- Firms: legal structures, size structures and industrial structures
- Government, markets, and business
- Market systems and structures
- Strategy and the changing environment

Teaching: weekly 2 x 2 hour workshops

Assessment:

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

➤ Study Option 1:

- Individual portfolio – 1,800 words (60%)
- Reflective Reflective – 1200 words (40%)

➤ Study Option 2:

- Reflective Reflective – 1200 words (100%)

Note: methods of assessment and weighting are indicative only

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Module Code: BM4003

Module Title: The Principles of Marketing

Level: 4

Prerequisites: none

Credits:

- Full Year: 8 (US) 15 (ECTS)
- Single Semester: 4 (US) 7.5 (ECTS)

Suitability:

- Study Options 1 or 2
- **Cannot be taken with BM4001 or BM4800**

Content:

Marketing is all around us and in every part of our daily lives, be it as consumers, professionals, or businesses. This module explores the principles and practices of marketing and communications, from a hands-on 'bottom-up' perspective as well as a more conceptual 'top-down' viewpoint. Questions such as 'what is marketing?' are investigated and developing understanding of how marketing connects businesses, people and society is a core focus. The objective is to equip students with basic marketing skills and enable them to develop a foundation of related knowledge upon which further study and practical executions can be built. Immersion into the practice of marketing is encouraged, leading to recognition of theoretical concepts as they manifest in commercial and social settings. This builds critical understanding as well as tactical skills and know-how. The module will be

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

delivered via a 'practical-first' approach, with learning through experience as a key principle. This includes in-class activities such as lectures, co-creative workshops and case studies coupled with outside the classroom connections to marketers in action.

➤ **Overall Topics:**

- the marketing concept
- consumer behaviour
- B2B Marketing
- segmentation, targeting, and positioning
- marketing mix
- elements and structure of the marketing plan
- evaluation and development of a plan and portfolio for future skills
- Anchor skills: communication, creativity, critical thinking, digital , entrepreneurship, problem-solving

➤ **Autumn Semester: Fundamentals of Modern Marketing Thought**

- Marketing Fundamentals
- Overview of Marketing Strategy
- Analysis of the Marketing Environment
- Market Research & Customer Insights
- Buyer Behaviour & B2B Marketing
- Segmentation and Targeting
- Positioning and Product 1
- Product 2
- Price & Pricing Strategies
- Place

Teaching: weekly lectures and workshops

Assessment:

➤ **Study Option 1:**

- Individual portfolio (80%):
 - Two reflective Blog posts (20%)
 - MCQ test (20%)
 - Marketing report (40%)
- Group Presentation (20%)

➤ **Study Option 2:**

- Part of study option 1 assessment

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

Note: methods of assessment and weighting are indicative only

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Module Code: BM4004

Module Title: The Outputs of Marketing

Level: 4

Prerequisites: none

Credits:

- Full Year: 8 (US) 15 (ECTS)
- Single Semester: 4 (US) 7.5 (ECTS)

Suitability:

- Study Options 1 or 2
- **Cannot be taken with BB4401 or BB4206**

Content:

As Web3 advances and further disrupts the commercial, social and cultural environment, this module introduces students to the identification and management of the outputs that marketing activities create in the world around us. First establishing what the outputs of marketing activities are from both a creative and technical perspective, students will then focus on making sense of the mass of information generated in the post-digital age. This includes learning how to confidently use common tools and techniques for the purpose of gathering, managing, and manipulating data and other forms of information. Here the relationship between marketing and IT will be established, and students will begin to develop work-ready skills to meet and exceed the expectations of future employers. This includes working with visual, verbal, and numeric data, using excel, database management, and AI.

Competency and literacy with common software and techniques used professionally will be an output of this module. Students will be able to model, analyse and present data in multiple ways and produce a suite of outputs which will form part of their personal portfolio. The foundational elements for data driven storytelling will be delivered in this module.

➤ **Overall Topics:**

- An introduction to the outputs of marketing and sources of data

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

- Data in the business environment
- Techniques of data gathering and analysis
- Computational and mathematical analysis techniques for marketers
- An introduction to visual analysis and image sorting
- Using different data sources to tell marketing stories
- How to tell a compelling story
- Anchor skills: communication, digital, problem-solving, analytical

➤ **Autumn Semester: Data Presentation and Data Analysis**

❖ **Data Presentation**

- Data Types
- Data Presentation: Excel
- Data Presentation: Pivot Tables
- Index Numbers and Marketing Data

❖ **Data Analysis**

- Measures of Location
- Measures of Dispersion
- Measures of Distribution and Data Considerations
- Correlation and Linear Regression
- Correlation and Regression exercises
- Infographic - data manipulation, presentation, interpretation

➤ **Spring Semester: Databases; Data reporting and Dashboards**

Teaching: interactive subject workshops with lecturettes embedded; hands-on practical sessions in a computer lab.

Assessment:

➤ **Study Option 1:**

- Individual Infographic Project – 5 elements (50%)
- Database test (30%)
- Marketing Data reporting with Visualisation (Individual analysis storyboard) (20%)

➤ **Study Option 2:**

- Part of study option 1 assessment

Note: methods of assessment and weighting are indicative only

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Module Code: BM4800
Module Title: Marketing & Sales
Level: 4
Prerequisites: none
Credits: <ul style="list-style-type: none"> • Full Year: 8 (US) 15 (ECTS) • Single Semester: 4 (US) 7.5 (ECTS)
Suitability: <ul style="list-style-type: none"> • Study Options 1 or 2 • Cannot be taken with BM5212 or BM4003
Content: <p>This module introduces students to the core principles of marketing and their practical application in the digital age. The module focuses first on fundamental marketing concepts, principles, and frameworks, then explores digital marketing applications, sales management and professional selling. Students will learn about creating and delivering value to customers, understanding buyer behaviour, and developing effective marketing communications. They will develop insight into how the contemporary role of selling and buying is evolved since digital.</p> <p>The module emphasizes practical application through realworld examples, case studies and role-play, enabling students to develop both theoretical knowledge and practical skills in marketing, digital communications, and sales techniques.</p> <p>➤ Overall Topics:</p> <p>❖ Marketing Fundamentals</p> <ul style="list-style-type: none"> • Marketing concepts and principles • Marketing environment analysis • Consumer behaviour and market segmentation • Marketing mix elements • Basic marketing planning • Brand management fundamentals <p>❖ Digital Marketing and Sales</p>

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

- Digital marketing channels and tools
- Content development and social media
- Basic campaign planning and execution
- The role of professional selling and developing commercial awareness
- Sales strategy development, sales planning, and resources management
- Sales management, writing and pitching a sales plan
- Digital communication tools

Teaching: interactive subject workshops with lecturettes embedded; hands-on practical sessions in a computer lab.

Assessment:

➤ Study Option 1:

- Individual portfolio including marketing plan and digital campaign (80%)
- Group presentation: sales pitch and plan (20%)

➤ Study Option 2:

- Part of study option 1 assessment

Note: methods of assessment and weighting are indicative only

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Module Code: BM5001

Module Title: Advertising Tools, Techniques and Technologies

Level: 5

Prerequisites: study of marketing at university level

Credits:

- Full Year: 8 (US) 15 (ECTS)
- Single Semester: 4 (US) 7.5 (ECTS)

Suitability:

- Study Options 1 or 2

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

Content:

This module investigates the practice of advertising and promotion in the business context, connecting students to operational activities and technologies deployed in the agency world. Consideration is given to how advertising is integrated into the overall marketing plan to achieve corporate objectives.

Students will explore academic models to determine how advertising works, from a creative development perspective and measurements of effectiveness (metrics), with application to planned campaigns. The course will address agency structure and organisational development. Practical examples of current campaigns will be used for illustration and students are encouraged to take a role of communications in consumer culture. Connections will be made with the advertising industry with practitioner session and workshops built into the teaching and module delivery. Topics include how to take a client brief and interrogate it, how to turn a brief into a clear project plan and how to ensure advertising is on brand and aligned to client requirements. Students will also work on the SKY (Skills, Knowledge and Your profile) programme in this module, working through the communication of their own profile and the opportunity to share with external organisations assisting them with employability.

➤ **Overall Topics:**

- Campaign development process
- Media/channel strategies
- Creative content development
- Emotional/ inspirational elements (message tone of voice and desired emotional response)
- Communications in consumer culture
- Developing a successful campaign plan
- Plan implementation and evaluation
- Linking with data and analytics
- Monitoring a marketing campaign
- Technological advancements in advertising
- Personal profile development and communication via e.g. blogs, interviews
- Anchor skills: communication, creativity, cultural awareness, problem-solving, relationship building

Teaching: lectures, theory-in-practice workshops, tutorials, laboratory sessions and practical workshops.

Assessment:

➤ **Study Option 1:**

- Skills portfolio (20%)
- Individual portfolio (60%):
 - Advertising Plan (1,500 words)
 - Reflective report (900 words)

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

- Group presentation (20%)
- Study Option 2:
- Part of study option 1 assessment

Note: methods of assessment and weighting are indicative only

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Module Code: BM5002

Module Title: AI and Analytics for Marketing

Level: 5

Prerequisites: study of marketing at university level

Credits:

- Full Year: 8 (US) 15 (ECTS)
- Single Semester: 4 (US) 7.5 (ECTS)

Suitability:

- Study Options 1 or 2

Content:

As modern marketing practice is under immense pressure, data analysis due to the 'data-driven marketing' trend is becoming increasingly important, and the demand for analytics-skilled marketers is growing faster than ever before. This module introduces the core concepts and analytical techniques used to evaluate specific challenges and opportunities in marketing. Students will apply their knowledge of basic concepts of analytics, including the fundamentals of statistical analysis (so-called market research), visual analytics, and AI-based predictive/descriptive analytics to tackle actual marketing issues.

➤ **Overall Topics:**

- Fundamental views on the data structure in the practical marketing settings
- Recent trends on advanced marketing analytics use to analyse different types of datasets.
- Analysing and describing data using appropriate statistical and analytical tools to analyse business problems and solutions.
- Communicating with the data from data storytelling perspective and compile their story using the data

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

visualisation software.

- AI-driven marketing
- Anchor skills: digital, analytical, problem-solving

Teaching: lectures and practical laboratory sessions

Assessment:

➤ Study Option 1:

- individual prerecorded presentation (6 minutes) (20%)
- Individual portfolio (80%): 3,200 words equivalent Portfolio constitutes a series of tasks presented in report format based on a series of generated outcomes from visual and data analytics.

➤ Study Option 2:

- Part of study option 1 assessment

Note: methods of assessment and weighting are indicative only

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Module Code: BM5006

Module Title: The Art and Science of Communication in a Digital World

Level: 5

Prerequisites: study of marketing at university level

Credits:

- Full Year: 8 (US) 15 (ECTS)
- Single Semester: 4 (US) 7.5 (ECTS)

Suitability:

- Study Options 1 or 2

Content:

This module explores the intersection between communication practices and the evolving digital landscape. This

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

module provides students with a comprehensive understanding of the theories, principles, and practical applications of communication in the digital realm. Students will examine how digital technologies have transformed marketing communication channels, strategies, tactics and the impact these changes have on organisations.

Students will also work on the SKY (Skills, Knowledge and Your profile) programme in this module, working through the communication of their own profile and having the opportunity to share this with external organisations assisting them with employability.

➤ **Overall Topics:**

- Digital marketing strategy
- Digital Communications tactics
- How to plan digital campaigns
- Sustainability, ethics and social responsibility in digital marketing communications
- Anchor skills:
 - o Communication
 - o Digital
 - o Teamwork
 - o Resilience
 - o Cultural awareness
 - o Presentation
 - o Financial

Teaching: weekly interactive lectures and workshops

Assessment:

➤ **Study Option 1:**

- Skills portfolio – 800 words (20%)
- Individual portfolio containing a report and reflection (60%):
- Group report – 800 words (20%)

➤ **Study Option 2:**

- Part of study option 1 assessment

Note: methods of assessment and weighting are indicative only

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Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

Module Code: BM5008
Module Title: Marketing Across Cultures
Level: 5
Prerequisites: study of marketing at university level
Credits: <ul style="list-style-type: none"> • 4 (US) 7.5 (ECTS)
Suitability: <ul style="list-style-type: none"> • Study Options 1 or 2 • This module runs entirely in the autumn semester
Content: <p>This module aims to develop student's knowledge of marketing across cultures. The module will highlight the numerous challenges and opportunities faced by a firm when marketing its products and services beyond its domestic borders. Some of the topics explored in this module will include culture, sub-cultures, theories of cultural distance (e.g., Hofstede, Schwartz, Hall, and the GLOBE project) and will draw upon diverse disciplines such as History, Geography, Sociology and Anthropology to understand culture and its subsequent effect on marketing, international marketing strategy. International research and influence of culture; influence of culture and sub-cultures on consumer behaviour; branding and country of origin effect. Finally, we will explore the role of culture in influencing a firm's marketing mix. For instance, decisions pertaining to standardization vs. adaptation of products and promotion. Issues related to international pricing and distribution. This module will also discuss the impact of internet and new technology trends such as artificial intelligence on various facets of international marketing.</p> <p>➤ Overall Topics:</p> <ul style="list-style-type: none"> • What is culture, sub-cultures, and theories of cultural distance. • Appreciate the role of diverse disciplines such as History, Geography, Sociology and Anthropology in shaping culture and international marketing decisions. • Understanding the global marketing research process. Importance of secondary and primary research in global marketing research. Cultural attitudes towards research. Importance of language and translation in international research process. • International marketing strategies. Segmentation, Targeting and Positioning • Product decisions in the international markets (e.g., standardisation vs. adaptation). • International branding and implications for branding in a hyper-connected world. Nations as brands and COO effects. Crowdsourcing in new product development. Expanded marketing mix for international services. Global, Regional and Local brands. Vocal for Local movement.

- International pricing decisions. Role of internet in pricing decisions. Parallel imports. Subscription based pricing.
- International distribution and retailing decisions. Single channel to Omni-channel. Emerging use of Blockchain technology in international distribution.
- International promotional mix decisions (e.g., cross-cultural advertising). Word of Mouth, influencers, and micro-influencers. Social media marketing mix. Cross-cultural negotiations.
- Marketing ethics in an international context. Increasing recognition of human rights issues by global firms (e.g., market entry strategies)
- Anchor skills:
 - Critical thinking
 - Communication
 - Cultural awareness
 - Ethical behaviour
 - Negotiation
 - Resilience

Teaching: weekly interactive lectures and workshops

Assessment:

- Individual report – 1000 words (40%)
- Individual report – 1,500 words (60%)

Note: methods of assessment and weighting are indicative only

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Module Code: BM5012

Module Title: Market Research and Behavioural Insights

Level: 5

Prerequisites: study of marketing at university level

Credits:

- Full Year: 8 (US) 15 (ECTS)
- Single Semester: 4 (US) 7.5 (ECTS)

Suitability:

- Study Options 1 or 2

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

Content:

The role of the contemporary marketer in all organisations and all business models from start-ups to global corporations relies upon a successful research and insight engine. Businesses are focused on delivering what customers want, with market research at the core of understanding their needs. This module will enable students to successfully understand how research and insight can support marketing and business decision-making for impact. It provides critical knowledge of how to conduct research into buyer behaviour and understand its relationship to problems in marketing.

Over the course of the module, students will have the opportunity to gain hands-on experience in both collecting and analysing qualitative and quantitative data and using the results to draw conclusions about specific aspects of buyer behaviour and make recommendations to marketing managers.

Overall Topics:

- The role of marketing research within the business environment.
- The research process, grounded in academic principles and demonstrated in commercial contexts.
- Applying research to address business questions, support decision-making, and enhance understanding of human behaviour.
- Planning and conducting rigorous research projects.
- Secondary research: its applications and limitations.
- Types of data and methods for data collection in both qualitative and quantitative research.
- Designing and implementing qualitative research methods.
- Designing and implementing quantitative research methods. Quantitative research design and methods
- Anchor skills:
 - organisation
 - problem solving
 - commercial
 - analytical
 - presentation

Teaching: lectures, theory-in-practice workshops, group exercises and computer-laboratory sessions.

Assessment:

➤ **Study Option 1:**

- Portfolio – 3,200 words equivalent (80%)
- Individual pre-recorded presentation - 6 minutes (20%):
-

➤ **Study Option 2:**

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

- Part of study option 1 assessment

Note: methods of assessment and weighting are indicative only

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Module Code: BM5212

Module Title: Developing Effective Marketing Programmes

Level: 5

Prerequisites: none

Credits:

- Full Year: 8 (US) 15 (ECTS)
- Single Semester: 4 (US) 7.5 (ECTS)

Suitability:

- Study Options 1 or 2
- Cannot be taken with **BM4800 or BM4003**

Content:

This module will introduce and explore the fundamentals of marketing, the principles of how marketing works, and the forces that shape marketing practice. Students will learn about the key objectives behind marketing practice: the creation, communication, and delivery of value to customers and stakeholders. The module will have a special in-depth focus on how marketers communicate with their customers, evaluate campaigns in the digital age and how marketing informs strategic thinking in organisations. In all business environments today, there is a need to understand the ways in which effective marketing programmes and customer engagement can create the business impact outlined in business strategy. This module will combine these elements to provide students with important knowledge and skills that are needed to organise, manage, and create marketing and communications programmes and enable them to build their own communications skills.

The Future Skills stage 2- EXPLORE programme is integrated into this module with the aim that students can build their own personal brand and to have the opportunity to share this with stakeholders who can aid in the development of future internships and employability.

➤ **Autumn Topics: Fundamentals of marketing**

- the marketing environment
- Consumer behaviour
- Market research, segmentation and positioning
- Branding
- Marketing Mix: product
- Marketing Mix: price
- Marketing Mix: Place
- Marketing Mix: Promotion

➤ **Spring Topics: Digital Marketing Communications Elements of Marketing**

- Digital customers
- Digital models
- Content marketing
- Creating integrated campaigns
- Social media marketing
- Digital communications
- Designing digital experiences
- Digital innovation
- Digital marketing plan

Teaching: Lectures and practical workshops

Assessment:

Study Option 1:

- Libe Brief 1: Placemat presentation (2000 words equivalent) (50%)
- Explore Future Skills Portfolio Work (15%)
- Explore portfolio work (section 2) (15%)
- Live Brief 2: Digital marketing (20%)

Study Option 2:

- Part of Study Option 1 assessment

Note: methods of assessment and weighting are indicative only

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Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

Module Code: BM5213
Module Title: Sales and Negotiation
Level: 5
Prerequisites: prior study of marketing
Credits: 4 (US) 7.5 (ECTS)
Suitability: <ul style="list-style-type: none"> Note that this module runs entirely in the Spring Semester Study Options 1 or 3
Content: <p>The module builds on students marketing knowledge by developing their understanding of the theory and application of professional selling, negotiation, and sales management. Effective selling adds to shareholder value and enhances the return on investment of marketing expenditure. The module is designed to develop the sales and negotiation skills essential for effective leadership and business management. Students will gain knowledge in the psychology of selling and buying; along with interpersonal skills and commercial awareness needed for success in business. They will develop insight into how the contemporary role of selling and buying is evolved since digital; where prospective customers are empowered with extraordinary, quick access to information about products and services. The module develops understanding of the critical role that IT now plays in all stages of the sales process; key account management; customer relationship management; and the evolution of sales strategy. Working with real briefs, students will learn key sales management skills such as how to create B2C and B2B sales strategies; how to write effective sales plans; and how to pitch them.</p> <p>➤ Topics:</p> <ul style="list-style-type: none"> The role of professional selling and developing commercial awareness Negotiation skills; the negotiation process; and negotiating to build value for the long term The sales process, how it is evolving and what skills are needed at each stage Social media influenced selling Communication skills: networking, persuasive presentation, and writing, selling how people buy Business acumen and interpersonal skills: guided selling, selling, product knowledge, technology, B2B selling vs B2C selling, analytics Sales strategy development, sales planning, and resources management Sales management, writing and pitching a sales plan Anchor skills: negotiation, communication, presentation
Teaching: lectures and practical workshop sessions

Assessment:

- Assignment 2: Sales Pitch – 10 minutes (50%)
- Assignment 1: Individual Report on a B2C Sales Strategy (30%)
- Assignment 3: Individual Reflection – 500 words (20%)

Note: methods of assessment and weighting are indicative only

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Module Code: BM5214

Module Title: Customer Insights and Market Research

Level: 5

Prerequisites: none

Credits:

- Full Year: 8 (US) 15 (ECTS)
- Single Semester: 4 (US) 7.5 (ECTS)

Suitability:

- Study Options 1 or 2

Content:

All businesses are highly dependent on knowledge of markets, consumer activity and decision making to facilitate effective planning and operational activities. The role of the contemporary marketer in all organisations and all business models from start-ups to global corporations relies upon a successful research and insight engine. This module will enable students to successfully understand how research and insight can support marketing and business decision-making for impact. It provides critical knowledge of how to conduct research into buyer behaviour and understand its relationship to problems in marketing.

Over the course of the module, students will have the opportunity to gain hands-on experience in both collecting and analysing qualitative and quantitative data and using the results to draw conclusions about specific aspects of buyer behaviour and make recommendations to marketing managers.

➤ **Overall Topics:**

- The different sources of data available in the commercial world today, from established to innovative and

emerging opportunities for insight derivation.

- The research process underpinned by academic principles, demonstrated in a commercial environment.
- The application of research to answer business questions and aid decision-making and understanding of human behaviour.
- How to plan and execute a rigorous research plan
- Types of data and data collection methods in qualitative and quantitative research,
- How to tell a compelling commercial story grounded in research insights.
- Anchor skills:
 - o organisation
 - o problem solving
 - o commercial
 - o analytical
 - o presentation

➤ **Autumn Topics: Customer Insights**

This part of the module is concerned with evaluating state-of-the-art evidence and understanding theory on how (and why) consumers behave. It provides you with critical knowledge into consumer behaviour and helps understand its relationship with practical problems in marketing. It enables you to gain an understanding of the latest developments in areas of consumer behaviour, such as loyalty, satisfaction, advertising effectiveness, branding, word of mouth, cultural differences, and store atmospherics, focusing on the practical application of research evidence.

➤ **Spring Topics: Market Research**

In this part of the module, we will explore the methods used by market researchers to collect, analyse and gain insight from both quantitative and qualitative data. These methods are used to collect data and evidence that marketing managers in turn use to inform decision making.

Teaching: Lectures, tutorials and seminars

Assessment:

➤ **Study Option 1:**

- 1,200-word report (30%)
- Portfolio (2000 words) including a research plan, market research, insight development project (50%)
- Individual presentation – 6 minutes (20%)

➤ **Study Option 2:**

- Part of Study Option 1 assessment

Note: methods of assessment and weighting are indicative only

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Module Code: BM6213
Module Title: Digital Creativity in Marketing
Level: 6
Prerequisites: study of marketing at university level
Credits: 4 (US) 7.5 (ECTS)
Suitability: <ul style="list-style-type: none"> • Study Options 1 or 3 • This module runs entirely in the spring semester
Content: Digital marketing is a rapidly progressing field linking the marketing discipline with technology developments. The way in which organisations connect with, and sell to, consumers, target the use of their data, develop creative and memorable campaigns and experiences for consumers is often the way that they are winning in highly competitive markets. This module will enable students to understand in more depth, specific techniques and best practices in digital marketing communications and engagement. The module will enable students to gain hands on experience of the digital marketing tools and tactics such as search engine marketing, email marketing, social media, and analytics. Students will combine previously learned theoretical perspectives and practical applications and apply these to contemporary or live digital marketing challenges. ➤ Topics: <ul style="list-style-type: none"> • Planning digital marketing communications campaigns • Search Engine Marketing • Display Advertising • Social media and audience engagement • Influencer marketing • Mobile marketing

Study Option 1 = Whole Year
 Study Option 2 = Autumn
 Study Option 3 = Spring

- Email Marketing
- Marketing Analytics
- Anchor skills:
 - initiative
 - problem solving
 - creativity
 - organisation
 - project management
 - communication
 - digital

Teaching: Lectures, tutorials and seminars

Assessment:

- 750-word report (30%)
- Individual portfolio (1,750 words) of work to communicate, plan and prototype the response to a brief (50%)

Note: methods of assessment and weighting are indicative only

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Module Code: BM6214

Module Title: Social Media Strategy Development

Level: 6

Prerequisites: study of marketing at university level

Credits:

- Full Year: 8 (US) 15 (ECTS)
- Single Semester: 4 (US) 7.5 (ECTS)

Suitability:

- Study Options 1 or 2

Content:

Social media are an essential part of the marketing communications toolkit for any business, from start-ups to global conglomerates. With over 4.5 billion people worldwide using social media (Kingsnorth, 2022) not being

part of the conversation with your consumers is unthinkable. This module seeks to equip students with knowledge of a broad range of strategies and tools as well as the skills to plan and implement successful communication campaigns using social media.

Students will build an understanding of the importance of integration of social media strategies with other elements of the marketing communications mix in order to deliver coherent experiences for customers so as to maximise the business impact of sales, marketing and branding campaigns.

Students will also develop knowledge of, and skills in, social media analytics to inform strategic and tactical decision-making.

➤ **Overall Topics:**

- The role social media play within a marketing and communications strategy
- Different social media platforms, their reach, audience and characteristics
- Different tools and techniques social media content creators deploy to increase engagement, for example gamification, storytelling and community engagement
- How to plan a social media campaign
- Social Media Metrics and Analytics
- Delivering a social media campaign using different engagement strategies through direct hands-on experience
- Anchor skills:
 - communication
 - creativity
 - problem solving
 - relationship building

Teaching: Lectures, tutorials and seminars

Assessment:

➤ **Study Option 1:**

- Reflective account of social media plan - 2000 words (40%)
- Portfolio of social media case work - 2000 words (40%)
- Group presentation – 10 minutes (20%)

➤ **Study Option 2:**

- Part of Study Option 1 assessment

Note: methods of assessment and weighting are indicative only

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Module Code: BM6713
Module Title: Integrated Marketing Communications
Level: 6
Prerequisites: study of marketing at university level
Credits: <ul style="list-style-type: none"> • Full Year: 8 (US) 15 (ECTS) • Single Semester: 4 (US) 7.5 (ECTS)
Suitability: <ul style="list-style-type: none"> • Study Options 1 or 2
Content: <p>This module will enable students to examine the theoretical underpinnings of integrated marketing communications (IMC), addressing key marketing communication elements including advertising, sales promotion, direct and interactive communications, public relations, sponsorship and internal communications. On this module, students will discuss and develop integrated marketing communications plan for brands underpinned by latest scholarly IMC research and industry insights.</p> <p>➤ Topics:</p> <ul style="list-style-type: none"> • Contemporary developments of theoretical concepts in global integrated marketing communications • The growing importance of interactive, digital, mobile and social media in the communications mix • Ethical issues in planning contemporary global integrated marketing communications • Advertising strategy and creative development • Database and direct marketing • Public relations • Endorsements and sponsorship • Sales management and professional selling • Evaluation of marketing communications <p>➤ Autumn Topics:</p> <ul style="list-style-type: none"> • The scope and role of marketing communications • The concept of Integrated Marketing Communications (IMC) • IMC key themes

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

- The marketing communications process: forms and conversations
- Marketing communications audience insights (1) message processing
- Marketing communications audience insights (2) consumer behaviour
- How marketing communications may work: marketing communications models

Teaching: Lectures and research workshops

Assessment:

➤ **Study Option 1:**

- Individual report 1 – 2000 words (40%)
- Individual report 2 – 3000 words (60%)

➤ **Study Option 2:**

- Individual report – 2000 words (100%)

Note: methods of assessment and weighting are indicative only

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Module Code: BM6717

Module Title: Digital Marketing

Level: 6

Prerequisites: study of marketing at university level

Credits:

- Full Year: 8 (US) 15 (ECTS)
- Single Semester: 4 (US) 7.5 (ECTS)

Suitability:

- Study Options 1 or 2

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

Content:

While the overarching objective of marketing remains the creation and delivery of value to customers and organisations, marketing options are constantly changing in response to the evolution of the digital landscape. Developments in technology, media and digital communications present relentless challenges and opportunities for practitioners. No longer passive recipients of marketing messages, consumers are active and engaged, often co-creating their experience and their interactions with brands and other consumers. This module will examine the concept of customer experience through which customer value is created. The role that digital technologies play in brand management and in customer experience management is assessed.

The module will introduce students to some of the contemporary digital marketing communications tactics such as search engine marketing, social media, mobile marketing, content marketing and analytics, all of which are tactics available for contemporary marketing communications. This module will evaluate the range of options available to generate brand awareness, customer satisfaction, loyalty and, ultimately, profit for organisations.

➤ **Topics:**

- Customer experience, customer satisfaction and loyalty
- Brand development, brand management and digitally enabled brand co-creation
- The customer journey and its constituent physical and digital touchpoints
- Search Engine Optimisation
- Pay Per Click Advertising
- Social media
- Social media marketing
- Mobile marketing
- Analytics
- Planning digital marketing campaigns
- Skills for working in marketing: presentation skills, critical evaluation, report writing

➤ **Autumn Topics:**

- Principles of digital marketing
- Digital marketing strategy
- Customer relationship marketing 1: Strategic and operational CRM
- Customer relationship marketing 2: Analytical CRM
- Multichannel and omnichannel management 1: Channel management
- Multichannel and omnichannel management 2: Multichannel/omnichannel consumer behaviour
- The customer journey
- Omnichannel customer experience

Teaching: Lectures and research workshops

Assessment:

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

➤ **Study Option 1:**

- Written assignment - Individual poster – 1000 words equivalent (20%)
- Individual report 2 – 1,500 words (30%)
- Individual portfolio – 2,500 words (50%)

➤ **Study Option 2:**

- Written assignment - Individual poster – 1000 words equivalent (20%)
- Individual report 2 – 1,500 words (30%)

Note: methods of assessment and weighting are indicative only

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Module Code: BS5203

Module Title: Build My Business

Level: 6

Prerequisites: study of business/management at university level

Credits:

- Full Year: 8 (US) 15 (ECTS)
- Single Semester: 4 (US) 7.5 (ECTS)

Suitability:

- Study Options 1 or 2

Content:

This module is for the entrepreneurs working on the development of a business idea. This module offers a blended theoretical and practical experience and guidance in setting-up and running a business. Its interactive sessions allow students to delve into the issues of opportunity recognition, proof of concept and feasibility analysis, thus, enabling them to understand how to set the foundations for a successful new venture (commercial or social). Through various activities, students work towards exploring business opportunities, which allows them to make decisions about various aspects related to those businesses and be entrepreneurial.

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

- The entrepreneurial process, skills, attributes, and behaviours required for setting up a new venture
- Developing a prototype
- Assessing the feasibility and viability of potential opportunities
- Proof of concept
- Business Model development
- Preparing and delivering a successful elevator pitch
- Anchor skills:
 - commercial
 - entrepreneurship
 - analytical reasoning
 - presentation

Teaching: Lectures and research workshops

Assessment:

➤ **Study Option 1:**

- Individual report – 1,200 words (30%)
- Individual portfolio – 2,800 words (70%)

➤ **Study Option 2:**

- Individual report – 1,200 words

Note: methods of assessment and weighting are indicative only

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Module Code: BS5205

Module Title: Sustainable and Responsible Management

Level: 5

Prerequisites: prior study of business/management

Credits:

- Full Year: 8 (US) 15 (ECTS)
- Single Semester: 4 (US) 7.5 (ECTS)

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

Suitability: Study Options 1 or 2

Content:

The module delivers the concepts and knowledge of sustainable business and supply chain management and focusses on managing organisations in a responsible way by looking at the ethical issues that emerge in the interactions between a business and its stakeholders and implementation of socially responsible and sustainable programmes and initiatives. Subjects covered will typically include Environmental, Social and Governance (ESG), innovation, the triple bottom line – economic, environmental and social sustainability in the supply chains, uncertainty and risk management, stakeholder value and reputation.

In addition, the module will provide students with the project tools and techniques that focus on how to create a business case for sustainable projects, as well as utilising traditional and contemporary project and product delivery frameworks, such as PRINCE2, Agile, and Scrum, to support the delivery of sustainable benefits both to businesses, and a wider community of stakeholders. Students will consider how investment decisions can incorporate ethics and risk.

➤ **Topics:**

- Business principles (environment, food, transport)
- Traditional Sustainability and Sustainable Development Goals (SDGs)
- CSR and ESG strategies
- Change management
- Regenerative business principles framework.
- Business as living systems.
- Introduction to systematic trust between stakeholders.
- Designing regenerative change – interim states, systems acupuncture, LENSES framework.
- Issues related to gender, age, ethnicity, disability, religion and belief, and sexual orientation in the workplace.
- Regenerative logistics and Supply Chain Management
- Project Management methodologies
- Evaluation of recent and relevant case studies in regenerative projects.
- Employability experience through the Assessment Centre and the Explore workshops

➤ **Autumn Semester:**

- Introduction to Project Management
- Sustainability roots.
- Mental Models and Sustainability.
- Indigenous and dominant views of sustainability
- Introduction to Agile DSDM

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

- Value and Principles
- Sustainable Development Goals
- SDG impact on management, projects, mission, and firms' vision.
- The 7 principles of Regenerative Business
- Team & Interactions
- Delivery on Time

Teaching: lectures, tutorials and seminars, lab classes for project management

Assessment:

➤ Study Option 1:

- Portfolio: reviews of a series of case studies – 2,500 words (60%)
- Group Presentation (8 minutes) (20%)
- 1,000-word report (20%)

➤ Study Option 2:

- Part of Study Option 1 assessment

Note: methods of assessment and weighting are indicative only

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Module Code: BS5206

Module Title: Working in a Global Context

Level: 5

Prerequisites: prior study of business/management

Credits:

4 (US) 7.5 (ECTS)

Suitability:

- Study Options 1 or 2
- This module runs entirely in the **autumn** semester

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

Content:

This module explores the issues and problems which arise when people from different cultural backgrounds interact and when organisations interact with different foreign cultures. An understanding and competence in this area is essential for operating successfully in today's increasingly global environment.

The aims of this module are to build students' understanding of cross-cultural awareness leading them to success in global organisations operating in fast-changing business environments. The skills gained in this module will have a major impact on the students' future work experience and career development.

➤ **Topics:**

- Definitions of culture, cross-culture identity, ethnicity, intercultural and multiculturalism
- The relationship between language, communication and culture through experiential activities.
- Examples of stereotypes and generalisations
- Issues of cross-cultural and intercultural communications that come up in everyday life and the workplace

Teaching: weekly lectures and workshops

Assessment:

- Group Presentation (10 minutes) (20%)
- 2,000-word individual report (80%)

Note: methods of assessment and weighting are indicative only

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Module Code: BS6206

Module Title: Building Business Strategy

Level: 6

Prerequisites: prior study of business/management

Credits:

- Full Year: 8 (US) 15 (ECTS)
- Single Semester: 4 (US) 7.5 (ECTS)

Suitability: Study Options 1 or 2

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

Content:

Understanding how organisations develop their strategies whether small or large corporates is important for students and provides an important knowledge base to align all other aspects of their business programme and learnings.

This module covers the concepts, theories and techniques on which strategic management is based and explores their application in a wide range of international business and other settings. It provides the connectivity between strategic analyses to understand outcomes and recommend options for organisations. It aims to expand the student's perspective to wider issues and scenarios, such as opportunities and growth over medium and long terms. It aims to support students in communicating and presenting their commercial awareness across the board.

➤ **Topics:**

- Business strategy, corporate strategy, strategic Management process, Corporate Visions, Mission Statements, Strategic Leadership
- Competitive Forces, Strategic Group Analysis, Industry Lifecycle Analysis, Macro environment
- Roots of Competitive Advantage - distinctive competencies, resources & capabilities. Generic Building Blocks of Competitive Advantage, Value Chain Analysis, Durability of Competitive Advantage
- Various strategies a company can use to compete effectively in a business and an industry
- Horizontal Integration, Vertical Integration, Strategic Outsourcing, Diversification, Internal New ventures & Acquisitions
- Strategy and culture
- Risk identification and management
- Scenario planning
- Problem solving techniques
- Options and recommendations
- Anchor skills:
 - critical thinking
 - commercial
 - analytical
 - problem-solving

Teaching: lectures, tutorials and seminars

Assessment:

➤ **Study Option 1:**

- Portfolio – 2,000 words (40%)
- 3,000-word report (60%)

➤ Study Option 2:

- Part of Study Option 1 assessment

Note: methods of assessment and weighting are indicative only

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Module Code: BS6207

Module Title: Entrepreneurship and Design Thinking

Level: 6

Prerequisites: prior study of entrepreneurship such as [BS5203 Build my Business](#) or similar

Credits:

- Full Year: 8 (US) 15 (ECTS)
- Single Semester: 4 (US) 7.5 (ECTS)

Suitability: Study Options 1 or 2

Content:

This module is for entrepreneurs and aims to give the students building their own ideas for enterprise the support, mentoring, frameworks, guidance, knowledge and understanding to develop their product or service and put their businesses or social enterprises into action. Students will work in teams to set up a business supported by business mentors. The module will enable students to understand the importance of using local and international networks to acquire the critical resources needed to create new successful ventures.

This continues from prior study such as Build my Business at Level 5. In Business Design Thinking, students generate new business ideas through opportunity identification and problem framing. In Build my Business, students' progress to concept development and test the portfolio of ideas to launch a business start-up. Finally, in this module students will progress into creating a new venture and launching it to market.

The module facilitates the development of sought-after graduate attributes and the skills, experience, and knowledge required to successfully navigate entrepreneurship and employment.

➤ **Topics:**

- Business Plan Development and implementation
- Brand development and customer profiling

- Fundraising, sources of finance and financial management
- Market validation
- Legal and ethical considerations for setting up a new venture
- Marketing and communication
- Leadership and team building
- Anchor skills:
 - entrepreneurship
 - commercial
 - creativity
 - presentation
 - organisation

Teaching: lectures, tutorials and seminars

Assessment:

➤ **Study Option 1:**

- Business report – 2,000 words (40%)
- Group presentation - 10 mins (20%)
- Reflection report – 2000 words (40%)

➤ **Study Option 2:**

- Part of Study Option 1 assessment

Note: methods of assessment and weighting are indicative only

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Module Code: BS6210

Module Title: Global Business Practice, Operations and Trade

Level: 6

Prerequisites: prior study of business/management

Credits:

- Full Year: 8 (US) 15 (ECTS)

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

- Single Semester: 4 (US) 7.5 (ECTS)

Suitability: Study Options 1 or 2

Content:

This module focusses on the practical and applied element of international business, including current and evolving issues of international business due to emerging technologies, climate change, geopolitical tensions, emerging markets, sustainability and future trends. This module is designed to develop students' ability to analyse different business opportunities and risks when a firm's operation goes beyond the domestic market.

Students will also comprehend the practical knowledge and expertise required in a variety of operational circumstances that an international company can be faced with. This module will help students develop an integrative framework of facilitating global operations which deal with organisational structure, location decisions, international procurement and production strategies, international transport, and global supply chain risk management.

Successful completion of this module will enhance students' ability to work in an international context and equip them with in-depth understanding and insights of international business in practice.

➤ **Topics:**

- Practical steps in international trade such as documentations and Incoterms
- The analysis and management of risk in international business
- International finance
- Service operations
- Global operations (Location, procurement, inventory, production, distribution)
- Global logistics and supply chain management
- Global HRM
- Global business future issues in a variety of markets/ industries
- Industry 4.0 and digital transformation
- Working effectively in international teams with a host organisation
- Anchor skills:
 - creativity
 - critical thinking
 - teamwork
 - problem solving

Teaching: lectures and tutorials

Assessment:

➤ **Study Option 1:**

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

- Individual report – 2,500 words (50%)
- Group presentation - 15 mins (25%)
- Portfolio – reflective log – 1,250 words (25%)

➤ **Study Option 2:**

- Part of Study Option 1 assessment

Note: methods of assessment and weighting are indicative only

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Module Code: BS6701

Module Title: Innovation

Level: 6

Prerequisites: Prior study of international business/management

Credits:

- Full Year: 8 (US) 15 (ECTS)
- Single Semester: 4 (US) 7.5 (ECTS)

Suitability: study options 1 or 2

Content:

Innovation acts as a key driver for economic growth providing social and economic benefits for local, national and international communities. Without innovation, our social and economic systems do not function!

This module encourages students to understand how innovation actually happens by carrying out a practical innovation audit within a large established organisation. Students will identify critical issues and skills needed to achieve entrepreneurially driven innovation. Since employers are seeking creative students who are able to initiate and participate in innovation activity, this module will enhance student employability in the wider world of work.

➤ **Overall Topics:**

➤ **Autumn Semester: Innovation within the Organization and for Individuals**

- What is innovation? different types of innovation
- Creativity, Innovation and Lateral Thinking
- Sources of innovation
- Search strategies for innovation

Study Option 1 = Whole Year
Study Option 2 = Autumn
Study Option 3 = Spring

- Forecasting Emerging Opportunities for Innovation
- Selecting Innovation Projects
- Social innovation
- Sustainability
- Technological Innovation
- Productivity and Innovation

➤ **Spring Semester: Innovation Management & Innovation within the Economy**

- Battle of Entry
- Disruptive Innovation
- Innovation in Developing and Emerging Economies
- Innovation, globalization, and development
- Leadership and Organization of Innovation
- Developing New Products and Services
- Commercialization and Diffusion of Innovations
- Exploiting Knowledge and Intellectual Property
- Learning to Manage Innovation and Entrepreneurship
- Users as Innovators
- Open and Discontinuous Innovation

Teaching: weekly Lectures and workshops

Assessment:

➤ **Study Option 1:**

- Group presentation (30%)
- Industry innovation report – 1,500 words and 200 words reflective summary (70%)

➤ **Study Option 2:**

- Group presentation (30%)
- Industry innovation assignment – 1,500 words and 200 words reflective summary (70%)

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