

## Business Modules for Visiting Students 2026/27



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 an extensive range of modules covering all the main subject areas such as: accounting, finance, business information technology, operations management, strategy, business, management, international business, data analytics, leadership, entrepreneurship, 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 broadly categorised into the following subject areas:

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

**Updated March 2026/Version 1/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 become 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 and Suitability**

Please note that virtually all Kingston modules are whole year in length running over both teaching semesters. In many instances, two previous single-semester modules had been combined. Consequently, each module in this directory has an indicator as to whether it is suitable for single-semester study, as shown below:

**1** - Indicates module is suitable for students on Study Option 1 (Whole Year)

**2** - Indicates module is suitable for students on Study Option 2 (Autumn/Fall)

**3** - Indicates module is suitable for students 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 (March 2026), 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 is indicative only and may also be subject to change as part of the above policy.

➤ **Accounting and Finance**

MODULE CODE	LEVEL	TITLE	SUITABILITY
<a href="#">BA4203</a>	4	Management Accounting	1, 2
<a href="#">BA4204</a>	4	Financial Accounting for Business	1, 2
<a href="#">BA5507</a>	5	Advanced Management Accounting	1, 2
<a href="#">BA5802</a>	5	Financial Reporting	1, 2
<a href="#">BA5804</a>	5	Finance	1, 2
<a href="#">BA5805</a>	5	Auditing	1, 2
<a href="#">BA5809</a>	5	Financial Investments	1, 3
<a href="#">BA5812</a>	5	Accounting & Financial Management	1, 2, 3
<a href="#">BA6204</a>	6	Advanced Financial Accounting for Business	1, 2
<a href="#">BA6327</a>	6	Financial Management	1, 2
<a href="#">BA6801</a>	6	Theory and Practice of Financial Reporting	1, 2
<a href="#">BA6802</a>	6	Corporate Finance	1, 2
<a href="#">BA6804</a>	6	Theory and Practice of Taxation	1, 2

➤ **Business Information Management**

MODULE CODE	LEVEL	TITLE	SUITABILITY
<a href="#">BB4206</a>	4	Data and Technology in Business	1, 2
<a href="#">BB4207</a>	4	Global Business Environments	1, 2
<a href="#">BB4401</a>	4	Business Information Analysis	1, 2
<a href="#">BB4405</a>	4	The Accountants Business Environment	1, 2
<a href="#">BB5113</a>	5	Data Analytics for Business	1, 2
<a href="#">BB6115</a>	6	Data and Digital Driven Design	1, 3

➤ **Human Resources Management (HRM)**

MODULE CODE	LEVEL	TITLE	SUITABILITY
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Study Option 1 = Whole Year  
Study Option 2 = Autumn  
Study Option 3 = Spring

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<a href="#">BH4105</a>	4	Organisations and People	1, 2, 3
<a href="#">BH5104</a>	5	Organisations, Culture and Operations	1, 2
<a href="#">BH6014</a>	6	The Learning Organisation	1, 3
<a href="#">BH6016</a>	6	Leadership, Transformation and Complexity	1, 2

### ➤ Marketing

MODULE CODE	LEVEL	TITLE	SUITABILITY
<a href="#">BM4001</a>	4	The Marketing Mindset	1, 2
<a href="#">BM4002</a>	4	The Business of Marketing	1, 2
<a href="#">BM4003</a>	4	The Principles of Marketing	1, 2
<a href="#">BM4004</a>	4	The Outputs of Marketing	1, 2
<a href="#">BM4800</a>	4	Marketing & Sales	1, 2
<a href="#">BM5001</a>	5	Advertising Tools, Techniques and Technologies	1, 2
<a href="#">BM5002</a>	5	AI and Analytics for Marketing	1, 2
<a href="#">BM5012</a>	5	Market Research and Behavioural Insights	1, 2
<a href="#">BM5013</a>	5	Strategic Marketing for a Digital World	1, 2
<a href="#">BM5214</a>	5	Customer Insights and Market Research	1, 2
<a href="#">BM6001</a>	6	Brands, Buyers and Behaviours	1, 2
<a href="#">BM6213</a>	6	Digital Creativity in Marketing	1, 3
<a href="#">BM6214</a>	6	Social Media Strategy Development	1, 2
<a href="#">BM6713</a>	6	Integrated Marketing Communications	1, 2

### ➤ Strategy and Entrepreneurship

MODULE CODE	LEVEL	TITLE	SUITABILITY
<a href="#">BS5xxx</a>	5	Business Start Up	1, 2
<a href="#">BS5205</a>	5	Sustainable and Responsible Management	1, 2
<a href="#">BS5404</a>	5	Business Design Thinking	1, 2

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

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<a href="#">BS5015</a>	5	Managing across Cultures and Borders	1, 2
<a href="#">BS6206</a>	6	Building Business Strategy	1, 2
<a href="#">BS6207</a>	6	Entrepreneurship and Design Thinking	1, 2
<a href="#">BS6210</a>	6	Global Business Practice, Operations and Trade	1, 2
<a href="#">BS6701</a>	6	Innovation	1, 2

<b>Module Code: BA4203</b>
<b>Module Title: Management Accounting</b>
<b>Level: 4</b>
<b>Prerequisites: None</b>
<b>Credits:</b> <ul style="list-style-type: none"> <li>• Full Year: 8 (US) 15 (ECTS)</li> <li>• Single Semester: 4 (US) 7.5 (ECTS)</li> </ul>
<b>Suitability:</b> <ul style="list-style-type: none"> <li>• Open to Study Abroad/International Exchange students for Study Options 1 or 2</li> <li>• Not open to Erasmus students, as level 4 (unless home institution agrees)</li> <li>• <b>Can't be taken with BA5507</b></li> </ul>
<b>Content:</b> <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>➤ <b>Overall Topics:</b></p> <ul style="list-style-type: none"> <li>• The purpose of management information, sources of data; cost classifications and the presentation of information for management</li> <li>• Cost accounting techniques: accounting for material, labour and overheads using various absorption and marginal costing methods</li> <li>• Decision making techniques: including cost-volume-profit and break-even analysis; limiting factors and capital investment appraisal</li> </ul>

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

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- 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

➤ **Spring Semester:**

- Activity-based Costing
- Marginal Costing v Absorption Costing
- Relevant Costs
- Standard Costs & Variance Analysis
- Capital Investment Decisions

**Teaching:** Four hours per week of lectures and workshops

**Assessment:**

➤ **Study Option 1:**

- 5 In-class assessments portfolio (30%)
- 1 group coursework (20%)
- 3-hour closed book exam (50%)

➤ **Study Option 2:**

- Part of study option 1 assessment

**Note: methods of assessment and weighting are indicative only and subject to change**

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

<b>Module Code: BA4204</b>
<b>Module Title: Financial Accounting for Business</b>
<b>Level: 4</b>
<b>Prerequisites: None</b>
<b>Credits:</b> <ul style="list-style-type: none"> <li>• Full Year: 8 (US) 15 (ECTS)</li> <li>• Single Semester: 4 (US) 7.5 (ECTS)</li> </ul>
<b>Suitability:</b> <ul style="list-style-type: none"> <li>• Open to Study Abroad/International Exchange students for Study Options 1 or 2</li> <li>• Not open to Erasmus students, as level 4 (unless home institution agrees)</li> <li>• <b>Can't be taken with BA6204</b></li> </ul>
<b>Content:</b> <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>➤ <b>Overall Topics:</b></p> <ul style="list-style-type: none"> <li>• The purpose of financial accounting, users and uses of financial statements, different types of business organisations.</li> <li>• Accounting concepts, the accounting equation, principles of double-entry bookkeeping, the conceptual framework.</li> <li>• The regulatory framework, regulatory bodies, accounting standards, legal requirements.</li> <li>• Double-entry bookkeeping, recording transactions, depreciation, bad and doubtful debts, control accounts, suspense accounts, valuation of stocks and stock accounts, extended trial balance.</li> <li>• Financial statements: balance sheet and profit and loss account for sole traders, partnerships, limited companies.</li> <li>• 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.</li> <li>• The different accounting roles in business: financial accountant, management accountant, external and internal auditor, tax accountant and forensic accountant.</li> </ul>

➤ **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 2-hour lecture and 2-hour tutorial

**Assessment:**

➤ **Study Option 1:**

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

➤ **Study Option 2:**

- One in-class test
- One in-class assessment

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<b>Module Code: BA5507</b>
<b>Module Title: Advanced Management Accounting</b>
<b>Level: 5</b>
<b>Prerequisites:</b> prior study of management accounting such as <a href="#">BA4203</a> or similar
<b>Credits:</b> <ul style="list-style-type: none"> <li>• Full Year: 8 (US) 15 (ECTS)</li> <li>• Single Semester: 4 (US) 7.5 (ECTS)</li> </ul>
<b>Suitability:</b> <ul style="list-style-type: none"> <li>• Open to Study Abroad/International Exchange students for Study Options 1 or 2</li> <li>• Not open to Erasmus students, as level 4 (unless home institution agrees)</li> <li>• <b>Can't be taken with BA4203</b></li> </ul>
<b>Content:</b> <p>This module builds on the introductory module <a href="#">BA4203 Management Accounting</a> 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.</p>
<b>Topics:</b> <ul style="list-style-type: none"> <li>➤ <b>Autumn Semester:</b> <ul style="list-style-type: none"> <li>❖ <b><i>Specialist cost and management accounting techniques</i></b> <ul style="list-style-type: none"> <li>• Activity-based costing</li> <li>• Target costing</li> <li>• Life cycle costing</li> <li>• Throughput accounting</li> <li>• Environmental accounting</li> </ul> </li> <li>❖ <b><i>Decision-making techniques</i></b> <ul style="list-style-type: none"> <li>• Relevant cost analysis</li> <li>• Pricing decision</li> <li>• Dealing with risk and uncertainty in decision-making</li> </ul> </li> </ul> </li> </ul>

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

➤ **Spring Semester:**

❖ ***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***

**Teaching:** weekly 3-hour workshops

**Assessment:**

➤ **Study Option 1:**

- Portfolio of assessments-Business game (10%)
- Portfolio of assessments-Assessment centre experience (10%)
- Coursework (30%)
- Exam (50%)

➤ **Study Option 2:**

- Part of study option 1 assessment

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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

**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

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

❖ **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:**

- Portfolio of in-class activities (30%)
- Ratio analysis of financial reports (20%)
- Examination – 3 hours (50%)

➤ **Study Option 2:**

- Exam (70%)
- Quiz: presentation of financial statements (5%)
- Quiz: earnings per share (10%)
- Quiz: property, plant and equipment (15%)

**Note: methods of assessment and weighting are indicative only and subject to change**

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

<b>Module Code:</b> BA5804
<b>Module Title:</b> Finance
<b>Level:</b> 5
<b>Prerequisites:</b> none
<b>Credits:</b> <ul style="list-style-type: none"> <li>• Full Year: 8 (US) 15 (ECTS)</li> <li>• Single Semester: 4 (US) 7.5 (ECTS)</li> </ul>
<b>Suitability:</b> <ul style="list-style-type: none"> <li>• Study Options 1 or 2</li> </ul>
<b>Content:</b> <p>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.</p> <p>Students will learn about the relationship between risk and return, investment strategies, different asset classes and their associated benchmarking and valuation methods.</p> <p>➤ <b>Overall Topics</b></p> <p>➤ <b>Autumn Semester:</b></p> <p>❖ <b>Introduction to the organisation:</b></p> <ul style="list-style-type: none"> <li>• The nature and purpose of financial management</li> <li>• Financial objectives and relationship with corporate strategy</li> <li>• Stakeholders and impact on corporate objectives</li> <li>• Financial and other objectives in not-for profit organisations</li> </ul> <p>❖ <b>Time value of money and investment appraisal:</b></p> <ul style="list-style-type: none"> <li>• Interest rates and time value of money</li> <li>• Investment appraisal techniques</li> <li>• Allowing for inflation and taxation in DCF</li> <li>• Adjusting for risk and uncertainty in investment appraisal</li> </ul> <p>❖ <b>Sources of Finance (intro):</b></p> <ul style="list-style-type: none"> <li>• The nature and role of financial markets and institutions</li> <li>• Equity and debt financing</li> </ul>

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

- Risk and return and diversification.
- Asset classes and investment methods
- The nature and role of money markets

➤ **Spring Semester:**

❖ ***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

**Teaching:** three hours weekly of lectures and practical workshops

**Assessment:**

➤ **Study Option 1:**

- Portfolio of in-class assessments (20%)
- Individual report (1,500 words) (30%)
- Three-hour exam (50%)

➤ **Study Option 2:**

- Financial analysis – Excel file and 1,500-word report (100%)

***Note: methods of assessment and weighting are indicative only and may be subject to change***

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<b>Module Code: BA5805</b>
<b>Module Title: Auditing</b>
<b>Level: 5</b>
<b>Prerequisites:</b> Completion of introductory level module in financial accounting such as <a href="#">BA4204</a> or equivalent
<b>Credits:</b> <ul style="list-style-type: none"> <li>• Full Year: 8 (US) 15 (ECTS)</li> <li>• Single Semester: 4 (US) 7.5 (ECTS)</li> </ul>
<b>Suitability:</b> Study Options 1 or 2
<p><b>Content:</b></p> <p>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> <p>➤ <b>Overall Topics:</b></p> <ul style="list-style-type: none"> <li>• The role and context of modern auditing</li> <li>• Auditing concepts, including the postulates of auditing</li> <li>• Ethical framework, including independence, IFAC Code and safeguards.</li> <li>• Audit regulation, including UK company law, EU law, FRC, APB, FRRP, POB</li> <li>• Audit judgement and the risk-based approach to auditing. Audit planning and materiality</li> <li>• Audit evidence, including qualities sufficiency, relevance and reliability; audit assertions</li> <li>• Internal controls, including layers of control and regulation. Systems recording, testing and evaluation. Internal audit. Management letter</li> <li>• Substantive testing, including computer-assisted audit techniques and audit programmes. Audit sampling</li> <li>• Final work, including analytical review of financial statements, the audit of non-current assets, trade receivables, inventories, construction contracts, trade payables and financial liabilities</li> <li>• Final review, including post balance sheet date review, going concern, provisions, contingencies and letter of representation</li> <li>• The audit report, including the unmodified opinion and modified opinions</li> <li>• Audit quality and the expectations gap</li> <li>• Insolvency, including auditor responsibility and implications.</li> <li>• Corporate governance, including UK Corporate Governance Code and auditor's responsibilities</li> <li>• Fraud and auditor liability</li> </ul>

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

- Assurance engagements auditing in the public sector
- 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:

- Portfolio of in-class work – five pieces
- 1,500-word report

***Note: methods of assessment and weighting are indicative only and may be subject to change***

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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

➤ **Autumn Semester: Accounting**

- Foundations of accounting and value creation
- Recording and reporting business transactions
- Financial statement analysis
- Statement analysis Peer and Industry Benchmarking
- Management Accounting: costing methods and operational decisions
- Management Accounting: Budgeting, planning and control
- Management Accounting: Break-even analysis and scenario planning:
- Management Accounting: KPIs and performance management

➤ **Spring Semester: Finance**

- Introduction to corporate finance and investment appraisals
- investment appraisal: How to Calculate Present Values
- Net Present Value & Other Investment criteria
- IA: Valuing bonds
- IA: Valuing stocks
- IA: How corporations issue securities
- IA: Efficient Markets and Behavioural Finance

**Teaching:** weekly 3-hour lecture/workshops

**Assessment:**

- Study Option 1:
  - Industry and Peer Group Analysis Report – 1,800 words (40%)
  - Corporate Valuation Report – 2,400 words (60%)
- Study Option 2:
  - Industry & Peer Ratio Analysis Report – 1,800 words (100%)
- Study Option 3:
  - Corporate Valuation Report – 2,400 words (100%)

***Note: methods of assessment and weighting are indicative only and may be subject to change***

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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 or similar

**Credits:**

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

**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 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.

➤ **Spring Semester**

❖ **Preparing Financial Statements – the Standards**

There are a number of financial reporting standards in existence which look at very particular parts of the financial statements, providing detailed guidance of how those particular items should be accounted for, their recognition (or not) in the financial statements and their measurement, as well as how they should be disclosed in the notes and at what level of detail. The requirements of these standards need to be known and applied in order for the financial statements to give a 'true and fair' view and for them to be 'fairly presented' - two of the more overarching requirements of financial statements. There are too many standards to be considered within this single module but this topic considers 10 standards (some only partially) within its remit.

The full list of remaining standards to be covered in this topic are (in order of initial publication):

- *IAS 1 Presentation of Financial Statements*
- *IAS 7 Statement of Cash Flows*
- *IAS 10 Events after the Reporting Period*
- *IAS 16 Property, Plant and Equipment*
- *IAS 23 Borrowing Costs*
- *IAS 36 Impairment of Assets*
- *IAS 37 Provisions, Contingent Liabilities and Contingent Assets*
- *IAS 38 Intangible Assets*
- *IFRS 5 Non-current Assets Held for Resale and Discontinued Operations*
- *IFRS 16 Leases*

**Teaching:** 3-hour weekly lecture/practical workshop

**Assessment:**

➤ Study Option 1:

- Future Skills Portfolio: screenshots to show evidence of completion of CV 360, Cover Letter Builder, Aptitude Tests and Interview 360 (all on Careers Zone), CV and cover letter uploaded, 4 min recorded presentation self-reflection on the graduate recruitment process and student's own strengths and weaknesses (20%)
- Individual report: ration analysis (1,500 words) (30%)
- 3-hour exam (50%)

➤ Study Option 2:

- Future Skills Portfolio
- Individual report (1,500 words)

***Note: methods of assessment and weighting are indicative only and may be subject to change***

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<b>Module Code: BA6327</b>
<b>Module Title: Financial Management</b>
<b>Level: 6</b>
<b>Prerequisites:</b> Prior study of accounting and statistics essential
<b>Credits:</b> <ul style="list-style-type: none"> <li>• Full Year (US) 15 (ECTS)</li> <li>• Single Semester: 4 (US) 7.5 (ECTS)</li> </ul>
<b>Suitability:</b> <ul style="list-style-type: none"> <li>• Study Options 1 or 2</li> <li>• Cannot be taken with <a href="#">BA5802</a> or <a href="#">BA5812</a></li> </ul>

**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**

➤ **Spring Semester:**

- Bloomberg Session - Portfolio
- Working Capital Management
- Capital Structure
- Balanced Scorecard
- Payout Policy
- Cost of Capital
- Risk management

**Teaching:** weekly three-hour lecture/seminars

**Assessment:**

➤ **Study Option 1:**

- 2 x in-class tests – 1 hour, 30 MCQ questions each one (50%)
- Individual Report – 2,500 words (50%)

➤ **Study Option 2:**

- Financial management report – 1,000 words (50%)
- 1 in-class test (1 hour, 30 MCQ questions) (50%)

***Note: methods of assessment and weighting are indicative only and may be subject to change***

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<b>Module Code: BA6804</b>
<b>Module Title: Theory and Practice of Taxation</b>
<b>Level: 6</b>
<b>Prerequisites:</b> prior study of financial/business/management accounting at university level
<b>Credits:</b> <ul style="list-style-type: none"> <li>• Full Year: 8 (US) 15 (ECTS)</li> <li>• Single Semester: 4 (US) 7.5 (ECTS)</li> </ul>
<b>Suitability:</b> study options 1 or 2
<b>Content:</b> <p>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.</p> <p>➤ <b>Overall topics covered include:</b></p> <ul style="list-style-type: none"> <li>• The reasons for taxation and the main sources of UK tax revenue</li> <li>• The tax professional, ethical code of practice.</li> <li>• Revenue law statutes and cases, extra-statutory concessions and revenue practice.</li> <li>• Individual taxation. Including, basic income tax computations, national insurance, administration and collection including self-assessment.</li> <li>• Income from Investments, bank interest, dividends and property. Pensions, Enterprise Investment schemes, Venture Capital Trusts and other investment schemes.</li> <li>• Income from employment. Including employment verses self-employment, benefits and PAYE schemes.</li> <li>• Trading income. Including the Badges of Trade, computation of profit, basis periods, commencement and cessation, capital allowances and losses.</li> <li>• 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.</li> <li>• Corporation tax. Including computation of taxable profits, tax rates, losses, corporation tax groups.</li> <li>• Value added tax. Including Administration, compulsory registration, input and output VAT, partial exemption and penalties.</li> <li>• Overseas aspects of taxation. Including residency and tax havens.</li> <li>• Tax planning.</li> <li>• The economic implication of fiscal policy.</li> </ul>

➤ **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**

- Computations/Admin
- Capital Gains/Losses
- Group Structure
- Value Added Tax
- The History and Concepts of Taxation
- The Tax Unit
- Local Taxation and Topical Issues
- Taxation in the post COVID era

**Teaching:** weekly 3-hour lecture/workshop

**Assessment:**

➤ **Study Option 1:**

- 2 short in-class tests (15% each)
- Group presentation (20%)
- Exam – 3 hours (50%)

➤ **Study Option 2:**

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

**Note: methods of assessment and weighting are indicative only and may be subject to change**

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

<b>Module Code: BA6801</b>
<b>Module Title: Theory and Practice of Financial Reporting</b>
<b>Level: 6</b>
<b>Prerequisites:</b> completion of introductory level financial accounting such as <a href="#">BA4204</a> (or similar) and financial reporting (such as BA5802)
<b>Credits:</b> <ul style="list-style-type: none"> <li>• Full Year: 8 (US) 15 (ECTS)</li> <li>• Single Semester: 4 (US) 7.5 (ECTS)</li> </ul>
<b>Suitability:</b> <ul style="list-style-type: none"> <li>• Study Options 1 or 2</li> </ul>
<b>Content:</b> <p>The module will deepen a student’s understanding of the theories that underpin financial reporting and helps them to real-world practice. They will build technical expertise, improve numerical fluency, and explore current issues in financial reporting, governance, and ethics.</p> <p>Accounting problems rarely have only one answer. Students will learn to compare alternative treatments, understand their strengths and weaknesses, and justify your choices clearly. These skills mirror the professional world, where clients and employers expect you to explain why a particular approach has been taken.</p> <p>➤ <b>Overall topics:</b></p> <ul style="list-style-type: none"> <li>• International Accounting Standards/International Financial Reporting Standards and US generally accepted accounting principles</li> <li>• Business combinations: accounting for groups using acquisition and equity accounting – subsidiaries, associates and joint ventures</li> <li>• Foreign currency transactions and translation</li> <li>• Income measurement: capital maintenance models, historic cost accounting, current purchasing power accounting, current cost accounting, economic income and capital maintenance concepts</li> <li>• Business reconstructions and reorganisations, liquidations and insolvency</li> <li>• Contemporary financial reporting issues and regulations</li> <li>• Theories of accounting</li> <li>• Accountability: Professional ethics and conduct of accountants, corporate governance for reporting entities</li> <li>• Social and environmental reporting: Using databases to search for literature; Project management skills; Co-creation of assessment; Presentation and essay writing skills; Use of spreadsheets</li> </ul> <p>➤ <b>Autumn Semester: Alternative Models of Accounting; Accountability</b></p> <ul style="list-style-type: none"> <li>• Social &amp; Environmental Accounting (SER)</li> </ul>

- Alternative Approaches to Revenue Recognition 1 - Current Purchasing Power (CPP)
- Alternative Measures to Revenue Recognition 2 - Current Cost Accounting (CCA)
- Accounting Theories
- Ethics & Professional Conduct of Accountants
- Corporate Governance
- Experts & Novices

➤ **Spring Semester: Accounting for Groups and Foreign Currency**

- Accounting for Groups and Foreign Currency
- Accounting for Groups and Foreign Currency
- Consolidated SFP & Adjustments
- Consolidated IS & Adjustments
- Associates and Joint Ventures
- Forex 1: Foreign Transactions
- Forex 2: Foreign Subsidiaries
- Forex 3: Translate and Combine

**Teaching:** weekly 3-hour lecture/practical workshop

**Assessment:**

➤ **Study Option 1:**

- Coursework: in class research, teaching and learning activity: Experts and Novices Project (30%)
- Portfolio: Quizzes (multiple choice questions) (20%)
- 3-hour exam (50%)

➤ **Study Option 2:**

- Part of study option 1 assessment

***Note: methods of assessment and weighting are indicative only and may be subject to change***

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<b>Module Code: BA6802</b>
<b>Module Title: Corporate Finance</b>
<b>Level: 6</b>
<b>Prerequisites:</b> prior study of finance at university level such as <a href="#">BA5804</a> or similar
<b>Credits:</b> <ul style="list-style-type: none"> <li>• Full Year: 8 (US) 15 (ECTS)</li> <li>• Single Semester: 4 (US) 7.5 (ECTS)</li> </ul>
<b>Suitability:</b> study options 1 or 2
<b>Content:</b> <p>The importance of companies in economic, social and personal life is indisputable and whatever role students will have in a company it is important to understand the nature of its economic decisions. This module builds on the foundations of BA5804 Finance to provide a comprehensive and thorough study of contemporary corporate finance. It incorporates the most recent theoretical and empirical developments in corporate finance and explores the theory and how it is applied in real world context. Students will be expected to get involved in discussions and debates of theoretical issues and their application in corporate life and they will be encouraged to develop and adopt a critical approach.</p> <ul style="list-style-type: none"> <li>➤ <b>Autumn Semester:</b> <ul style="list-style-type: none"> <li>❖ <b>Valuing Shares and Companies and Bonds/ Fixed Income</b> <ul style="list-style-type: none"> <li>• Introduction and the Big Picture</li> <li>• Equity Valuation</li> <li>• Fixed Income / Bond Valuation</li> </ul> </li> <li>❖ <b>Risk and Return and Cost of Capital</b> <ul style="list-style-type: none"> <li>• Capital Markets and the Pricing of Risk</li> <li>• Optimal Portfolio Choice and CAPM</li> <li>• Cost of Capital</li> </ul> </li> </ul> </li> <li>➤ <b>Spring Semester:</b> <ul style="list-style-type: none"> <li>❖ <b>Short Term and Long Term Financing</b> <ul style="list-style-type: none"> <li>• Working Capital Management</li> <li>• Equity and Debt Financing</li> </ul> </li> <li>❖ <b>Capital Structure</b> <ul style="list-style-type: none"> <li>• Payout Policy</li> <li>• Capital Structure</li> <li>• Capital Structure: Financial Distress, Incentive and Information</li> </ul> </li> </ul> </li> </ul>

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

- ❖ Derivatives and Management of Risk
- ❖ Mergers and acquisitions

**Teaching:** weekly 3-hour seminars/practical workshop

**Assessment:**

- Study Option 1:
  - Future Skills portfolio: includes a presentation and a range of activities to develop individual graduate attributes (20%)
  - Portfolio theory: Excel spreadsheet & 1000-word written report (30%)
  - 3-hour exam (50%)
- Study Option 2:
  - Part of study option 1 assessment

**Note: methods of assessment and weighting are indicative only and may be subject to change**

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<b>Module Code:</b> BA5809
<b>Module Title:</b> Financial Investments
<b>Level:</b> 6
<b>Prerequisites:</b> maths and business information analysis/data analytics at university level such as <a href="#">BB4206</a> Data and Technology in Business or <a href="#">BB4401</a> Business Information Analysis or similar
<b>Credits:</b> 4 (US) 7.5 (ECTS)
<b>Suitability:</b> <ul style="list-style-type: none"> <li>• This module runs entirely in the <b>spring</b> semester</li> <li>• Study Options 1 or 3</li> </ul>

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

**Content:**

This module is designed to provide students with a broad understanding of the field of investment. The main topics covered include the UK stock market, stock valuation, investment strategies for equities, financial derivatives, portfolio diversification, optimal portfolio construction, and financial risk management. Students will use the dedicated Bloomberg dealing room and software packages to access real-time financial data.

➤ **Topics:**

- An introduction to global financial markets
- Inflation and the global monetary system
- The sources of corporate finance: equity and debt capital
- The UK stock market
- Investment and the investment management process
- Stock valuation – traditional approaches vs. earnings multiples
- Overview of asset classes and financial instruments
- Basic types of derivative securities, such as calls and puts
- Passive investment strategies, e.g., ETFs and index trackers
- Active investment strategies, e.g., statistical arbitrage

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

**Assessment:**

- Investment scenario (750 words) (20%)
- investment scenario (1,750words) (70%)

**Note:** *methods of assessment and weighting are indicative only and may be subject to change*

**Last updated:** 23/03/26/PJW

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**Module Code:** BB4206

**Module Title:** Data and Technology in Business

**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 BM4004
- Not open to Erasmus students, as level 4 (unless home institution agrees)

**Content:**

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.

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.

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.

➤ **Topics in this module include:**

- 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

➤ **Autumn Semester: Data Analysis**

- Use of Excel to summarise data, present data in charts and build interactive models.

- different Data Types and Data Collection methods as well as Data Presentation techniques.
- Summarising subsets of a data set using Excel functions and Pivot Tables.
- Excel's Chart building facility, and Excel Functions to calculate Descriptive Statistics from a set of data
- Different measures of Location ( e.g. mean, median, mode, quartiles) and Dispersion (e.g. standard deviation and coefficient of variation).
- Using Excel to carry out advanced data analysis and optimisation.
- Using Excel functions to examine the relationship between variables (correlation and regression).
- Using Excel Modeller to find optimal prices and levels of production.
- Use of Scenario Building manager in Excel and learn how to build advanced models.

➤ **Spring Semester: HTML and Cascading Style Sheets; Databases**

In the first half of this semester students you will learn about the Internet and how to build webpages. Students will use Notepad ++ to create a number of webpages and modify their formatting and functionality by introducing forms. They will also build a website and publish it on the server as part of a group website project.

In the second half, students will learn how to use SQL queries to summarise data. They will learn how to create databases and become familiar with different ways to query single and multiple databases in order to elicit different information as well as how to manage databases.

**Teaching:** weekly 3-hour workshops

**Assessment:**

➤ **Study Option 1:**

- Practical exam 1 – 45 mins (20%)
- Individual infographic assignment (36%)
- Practical exam 2 – 45 mins (24%)
- Group website project (20%)
- Individual Reflection on project (4%)

➤ **Study Option 2:**

- Practical exam 1 – 45 mins
- Individual infographic assignment

**Note: methods of assessment and weighting are indicative only and may be subject to change**

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**Module Code: BB4207**

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

<b>Module Title: Global Business Environments</b>
<b>Level: 4</b>
<b>Prerequisites:</b> none
<b>Credits:</b> <ul style="list-style-type: none"> <li>• Full Year: 8 (US) 15 (ECTS)</li> <li>• Single Semester: 4 (US) 7.5 (ECTS)</li> </ul>
<b>Suitability:</b> <ul style="list-style-type: none"> <li>• Study Options 1 or 2</li> <li>• Cannot be taken with BB4405</li> <li>• Not open to Erasmus students, as level 4 (unless home institution agrees)</li> </ul>
<b>Content:</b> <p>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.</p> <p>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.</p> <p>➤ <b>Autumn Semester: Microeconomics &amp; Macroeconomics</b></p> <p>❖ <b>Microeconomics</b></p> <ul style="list-style-type: none"> <li>• Introduction</li> <li>• Business Structures and Purposes</li> <li>• Consumer Analysis</li> <li>• Producer Analysis</li> <li>• Competitive Environment</li> <li>• Labour Market</li> <li>• Market Failure and the Role of the Government</li> </ul> <p>❖ <b>Macroeconomics</b></p> <ul style="list-style-type: none"> <li>• Macroeconomic basics</li> <li>• Demand and Supply Side Policies</li> </ul>

➤ **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 3-hour workshop and 1-hour session

**Assessment:**

➤ **Study Option 1:**

- 1,200-word report (30%)
- Individual case study portfolio – 1,500 words (50%)
- MCQ test (20%)

➤ **Study Option 2:**

- 1,500-word report (100%)

**Note: methods of assessment and weighting are indicative only and may be subject to change**

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**Module Code: BB4401**

**Module Title: Business Information Analysis**

**Level: 4**

**Prerequisites: none**

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
- Cannot be taken with BB4206 or BM400
- Not open to Erasmus students, as level 4 (unless home institution agrees)

**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 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**

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

❖ **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 – 1,500 words (100%)

**Note: methods of assessment and weighting are indicative only and may be subject to change**

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**Module Code:** BB4405

**Module Title:** The Accountants Business Environment

**Level:** 4

**Prerequisites:** none

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 or 3
- Cannot be taken with BB4207
- Not open to Erasmus students, as level 4 (unless home institution agrees)

**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
- 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

<ul style="list-style-type: none"> <li>• Power and Politics</li> </ul>
<b>Teaching:</b> one weekly 2-hour lecture and one weekly one 2-hour workshop
<b>Assessment:</b> <ul style="list-style-type: none"> <li>➤ Study Option 1:             <ul style="list-style-type: none"> <li>• Economics individual report – 1,300 words (25%)</li> <li>• OB individual report – 750 words (25%)</li> <li>• 3-hour exam (50%)</li> </ul> </li> <li>➤ Study Option 2:             <ul style="list-style-type: none"> <li>• Economics individual report</li> </ul> </li> </ul> <p><i>Note: methods of assessment and weighting are indicative only and may be subject to change</i></p>
<b>Last updated:</b> 23/03/26/PJW

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<b>Module Code:</b> BB5113
<b>Module Title:</b> Data Analysis for Business
<b>Level:</b> 5
<b>Prerequisites:</b> Prior study of business information analysis/data analytics/statistics modules such as <a href="#">BB4401</a> or similar
<b>Credits:</b> 4 (US) 7.5 (ECTS)
<b>Suitability:</b> <ul style="list-style-type: none"> <li>• This module runs entirely in the <b>autumn</b> semester</li> <li>• Study Options 1 or 2</li> <li>• Cannot be taken with or BB6308</li> </ul>

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

**Content:**

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.

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.

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.

➤ **Topics:**

❖ ***Data, Probability and Probability Distributions***

- Data Types, Measurement and Collection
- Probability and Probability Distributions
- Discrete Probability Distributions
- Continuous Probability Distributions
- Sampling

❖ ***Inferential Statistics and Estimation***

- 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 exercise: Excel & statistical skills – 750 words (30%)
- Individual report: data analysis – 1,750 words (70%)

***Note: methods of assessment and weighting are indicative only and may be subject to change***

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<b>Module Code: BB6115</b>
<b>Module Title: Data and Digital Driven Design</b>
<b>Level: 6</b>
<b>Prerequisites:</b> maths and business information analysis/data analytics at university level such as <a href="#">BB4206</a> Data and Technology in Business or <a href="#">BB4401</a> Business Information Analysis or similar
<b>Credits:</b> 4 (US) 7.5 (ECTS)
<b>Suitability:</b>
<ul style="list-style-type: none"> <li>• This module runs entirely in the <b>spring</b> semester</li> <li>• Study Options 1 or 3</li> </ul>
<p><b>Content:</b></p> <p>This module is about Data and Digital Driven Design. This module introduces the principles of Information Architecture (IA), equipping students with the knowledge, skills and technologies required to design a typical information architecture solution. There are many different combinations of language; application software and database solutions used in modern application development; here we will be using the low code environment Mendix. There is an emphasis on rapid application development; the importance in the use of standards; and the ways in which all these technologies come together to create dynamic web and mobile applications.</p> <p>➤ <b>Topics:</b></p> <ul style="list-style-type: none"> <li>• Introduction to no/low code environments</li> <li>• Agile development; the development environments</li> <li>• Using pages, widgets and data in an app</li> <li>• Using a microflow to create functionality in an app</li> <li>• Building a simple game using all the techniques so far</li> <li>• Using data in different ways – views, domains, relationships</li> <li>• Capturing events and triggers to make things happen</li> <li>• Validating data</li> <li>• Importing data, widgets and security</li> <li>• Building an app – recap; Building a mobile app</li> </ul>
<b>Teaching:</b> weekly 3-hour lectures and workshops in pc lab

<p><b>Assessment:</b></p> <ul style="list-style-type: none"> <li>• Project plan - 500 words (20%)</li> <li>• Digital App Prototype and specification - 2000 words (80%)</li> </ul> <p><b>Note: methods of assessment and weighting are indicative only and may be subject to change</b></p> <p><b>Last updated: 23/03/26/PJW</b></p>
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<b>Module Code: BH4105</b>
<b>Module Title: Organisations &amp; People</b>
<b>Level: 4</b>
<b>Prerequisites: none</b>
<p><b>Credits:</b></p> <ul style="list-style-type: none"> <li>• Full Year: 8 (US) 15 (ECTS)</li> <li>• Single Semester: 4 (US) 7.5 (ECTS)</li> </ul>
<p><b>Suitability:</b></p> <ul style="list-style-type: none"> <li>• Study Options 1 or 2 or 3</li> <li>• Not open to Erasmus students, as level 4 (unless home institution agrees)</li> </ul>
<p><b>Content:</b></p> <p>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.</p>

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.

➤ **Autumn Semester Topics: The Individual and Groups**

In this semester, the module examines makes people tick at work — how personality, motivation, learning, and teamwork shape the way individuals and groups behave and perform.

- Personality and Emotions
- Perception and Communication
- Individual Learning and Development in the AI Era
- Future Skills – Navigate
- Motivation
- Collaboration (Groups & Teams)
- Future Skills Navigate 2 & industry Networking
- Conflict Management and Resolution
- Leadership and Management

➤ **Spring Semester Topics: The Organisation System and HR Practices**

In this semester, the module explores how organisations are built and managed — from culture and power to HR practices and stakeholder relationships — and how these shape both performance and people’s experiences at work.

- Organisational Structure and design
- Organisational Structure and design
- Power, Politics and Influence
- Stress and Health at Workplace
- Future of Work and Evolving Employee Relations
- Human Resource Planning
- Human Resource Recruitment
- Future Skills Navigate 3
- Human Resource Selection
- Managing Stakeholders

**Teaching:** weekly 4-hour lectures/workshops

**Assessment:**

- Study Option 1:
  - Individual case analysis report - 1,000 words (30%)
  - E-portfolio Portfolio consisting of a written reflection plus a portfolio of activities recorded in digital tool PebblePad (20%)
  - 1,500-word report (50%)
- Study Option 2:
  - Part of study option 1 assessment
- Study Option 3:
  - 1,500-word report (100%)

***Note: methods of assessment and weighting are indicative only and may be subject to change***

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<b>Module Code: BH5104</b>
<b>Module Title: Organisations, Culture and Operations</b>
<b>Level: 5</b>
<b>Prerequisites: none</b>
<b>Credits:</b> 4 (US) 7.5 (ECTS)
<b>Suitability:</b> <ul style="list-style-type: none"> <li>• This module runs entirely in the <b>autumn</b> semester</li> <li>• Study Options 1 or 2</li> </ul>

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

**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 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

**Teaching:** weekly 3-hour workshops

**Assessment:**

- 1,000-word report (40%)
- a 1,500-word individual case study report and separate individual reflection (250 words) (60%)

**Note:** *methods of assessment and weighting are indicative only and may be subject to change*

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**Module Code:** BH6014

**Module Title:** The Learning Organisation

**Level:** 6

**Prerequisites:** university-level study of HRM/Organisational Behaviour

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

**Credits:**

4 (US) 7.5 (ECTS)

**Suitability:**

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

**Content:**

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.

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.

➤ **Topics:**

- 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

**Teaching:** weekly 3-hour lecture

**Assessment:**

- individual report based on scenario - 1000 words (50%)
- 1500-word portfolio (1000 words L&D report and 500-word reflective report) (50%)

***Note: methods of assessment and weighting are indicative only and may be subject to change***

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<b>Module Code: BH6016</b>
<b>Module Title: Leadership, Transformation and Complexity</b>
<b>Level: 6</b>
<b>Prerequisites:</b> university-level study of HRM/Organisational Behaviour
<b>Credits:</b> <ul style="list-style-type: none"> <li>• Full Year: 8 (US) 15 (ECTS)</li> <li>• Single Semester: 4 (US) 7.5 (ECTS)</li> </ul>
<b>Suitability:</b> Study Options 1 or 2
<p>➤ <b>Content:</b></p> <p>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.</p> <p>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.</p> <p>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.</p> <p>The future Skills stage 3 - APPLY programme is integrated into this module to support discussions with stakeholders who can aid students in succeeding in graduate level jobs.</p> <p>➤ <b>Overall Topics:</b></p> <ul style="list-style-type: none"> <li>• Paradigm of Organisations</li> <li>• Culture and organisation design for leadership complexity</li> <li>• Complexity and sensemaking</li> <li>• Contemporary theoretical approaches to leadership</li> <li>• Emotional intelligence, resilience, and engagement in the practice of leadership</li> </ul>

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

- 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

➤ **Autumn Semester:**

Leadership, Transformation and Complexity as part of a Changing World and Organisations in the 21<sup>st</sup> Century: Topics focus on development key conceptual ideas that support personal leading development.

➤ **Spring Semester:**

Leadership, Transformation and Complexity applied in individuals, groups and organisations, emphasizing team activities focus on specific significant skill development.

**Teaching:** weekly 3-hour lecture

**Assessment:**

➤ **Study Option 1:**

- 2000-word individual academic reflective essay (40%)
- Portfolio (2000 words equivalent) (30%)
- Skills E-portfolio – 1000 words (30%)

➤ **Study Option 2:**

- 2000-word individual academic reflective essay (100%)

***Note: methods of assessment and weighting are indicative only and may be subject to change***

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<b>Module Code: BM4001</b>
<b>Module Title: The Marketing Mindset</b>
<b>Level: 4</b>
<b>Prerequisites: none</b>
<b>Credits:</b> <ul style="list-style-type: none"><li>• Full Year: 8 (US) 15 (ECTS)</li><li>• Single Semester: 4 (US) 7.5 (ECTS)</li></ul>
<b>Suitability:</b> <ul style="list-style-type: none"><li>• Study Options 1 or 2</li><li>• Not open to Erasmus students, as level 4 (unless home institution agrees)</li></ul>

➤ **Content:**

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.

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.

➤ **Topics:**

- 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

➤ **Autumn Semester:**

- 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 and may be subject to change***

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<b>Module Code: BM4002</b>
<b>Module Title: The Business of Marketing</b>
<b>Level: 4</b>
<b>Prerequisites: none</b>
<p><b>Credits:</b></p> <ul style="list-style-type: none"> <li>• Full Year: 8 (US) 15 (ECTS)</li> <li>• Single Semester: 4 (US) 7.5 (ECTS)</li> </ul>
<p><b>Suitability:</b></p> <ul style="list-style-type: none"> <li>• Study Options 1 or 2</li> <li>• Not open to Erasmus students, as level 4 (unless home institution agrees)</li> </ul>
<p><b>Content:</b></p> <p>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</p>

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

➤ **Spring Semester:**

- Introduction to Innovation Management
- National Systems of Innovation and Entrepreneurship
- Managing Innovation within Firms
- Managing organisational knowledge
- Managing intellectual property
- Strategic alliances and networks
- Open innovation & Technology Transfer

- New product development
- Managing the new product development process
- Business models and adoptions
- Management of research and development

**Teaching:** weekly t w o 2-hour lecture/workshops

**Assessment:**

➤ **Study Option 1:**

- Reflective essay – 1,200 words (40%)
- Innovation Portfolio Section 1 Sustainable Marketing – 1,000 words (30%)
- Innovation Portfolio Section 2 Final Solution and Placemat Presentation – 1,000 words (30%)

➤ **Study Option 2:**

- Reflective essay – 1,200 words (100%)

**Note: methods of assessment and weighting are indicative only and may be subject to change**

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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**
- Not open to Erasmus students, as level 4 (unless home institution agrees)

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

**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

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 two 2-hour lectures

**Assessment:**

- Study Option 1:
  - Individual portfolio (80%):
    - Two reflective Blog posts (20%)
    - MCQ test (20%)
    - Marketing report (40%)
  - Group Presentation (20%)
- Study Option 2:
  - One reflective blog post – 400 words (20%)
  - 1,200-word marketing report (80%)

**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**
- Not open to Erasmus students, as level 4 (unless home institution agrees)

**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

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

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
- 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 lectorettes 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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<b>Module Code: BM4800</b>
<b>Module Title: Marketing &amp; Sales</b>
<b>Level: 4</b>
<b>Prerequisites: none</b>
<p><b>Credits:</b></p> <ul style="list-style-type: none"> <li>• Full Year: 8 (US) 15 (ECTS)</li> <li>• Single Semester: 4 (US) 7.5 (ECTS)</li> </ul>
<p><b>Suitability:</b></p> <ul style="list-style-type: none"> <li>• Study Options 1 or 2</li> <li>• <b>Cannot be taken with BM5212 or BM4003</b></li> <li>• Not open to Erasmus students, as level 4 (unless home institution agrees)</li> </ul>

**Content:**

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.

The module emphasizes practical application through real world examples, case studies and role-play, enabling students to develop both theoretical knowledge and practical skills in marketing, digital communications, and sales techniques.

➤ **Overall Topics:**

➤ **Autumn Semester:**

❖ **Marketing Fundamentals**

- Marketing concepts and principles
- Marketing environment analysis
- Consumer behaviour and market segmentation
- Marketing mix elements
- Basic marketing planning
- Brand management fundamentals

❖ **The Marketing Mix**

- Product and service innovation
- Pricing
- Placing
- Promotion

➤ **Spring Semester:**

❖ **Digital Marketing Essentials; Sales Campaigns and Plans**

- 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

<b>Teaching:</b> weekly 3-hour workshops and one-hour online session
<p><b>Assessment:</b></p> <ul style="list-style-type: none"> <li>➤ Study Option 1: <ul style="list-style-type: none"> <li>• 2000-word Advertising Agency Marketing Analysis (50%)</li> <li>• Individual portfolio 800 words (30%)</li> <li>• Group presentation: sales pitch and plan (20%)</li> </ul> </li> <li>➤ Study Option 2: <ul style="list-style-type: none"> <li>• Part of study option 1 assessment</li> </ul> </li> </ul> <p><i>Note: methods of assessment and weighting are indicative only and may be subject to change</i></p> <p>Last updated: 23/03/26/PJW</p>

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<b>Module Code:</b> BM5001
<b>Module Title:</b> Advertising Tools, Techniques and Technologies
<b>Level:</b> 5
<b>Prerequisites:</b> study of marketing at university level
<p><b>Credits:</b></p> <ul style="list-style-type: none"> <li>• Full Year: 8 (US) 15 (ECTS)</li> <li>• Single Semester: 4 (US) 7.5 (ECTS)</li> </ul>
<p><b>Suitability:</b></p> <ul style="list-style-type: none"> <li>• Study Options 1 or 2</li> </ul>

**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

➤ **Autumn Semester:**

- Marketing Communications
- Overview of Marketing Communications: past and present
- Marketing Communication Theory
- Brand Communication
- Marketing Communications Strategy and Planning
- Marketing Communications Planning: Campaign tactics and management
- Campaign media and media planning
- Creative content development
- Business to Business Marketing Communications
- Social media and influencers

**Teaching:** weekly 3-hour lectures

**Assessment:**

➤ **Study Option 1:**

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

➤ **Study Option 2:**

- Part of study option 1 assessment

**Note: methods of assessment and weighting are indicative only and may be subject to change**

**Last updated:** 23/03/26/PJW

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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 compiling their story using the data visualisation software.
- AI-driven marketing

➤ **Autumn Semester:**

- Introduction to Marketing Analytics & AI
- AI Techniques & Applications
- EDA Tableau
- Correlation and Regression Overview
- Simple Linear Regression
- Multiple Linear Regression
- Model Diagnostics & Reliability
- Budget & Resource Allocation with 'What-If' Scenarios

**Teaching:** weekly 3-hour lectures and practical laboratory sessions

**Assessment:**

➤ **Study Option 1:**

- Portfolio A1 – Exploratory Data Analysis (EDA) – 1000-word report (20%)
- Portfolio A2 – Regression for Marketing Effectiveness & Budget Allocation (30%)
- Portfolio A3 – Web Analytics: Acquisition, Funnel, Attribution & Paid Search (30%)
- Individual Presentation – Decision-Ready Insights (20%)

➤ **Study Option 2:**

- Portfolio A1 – Exploratory Data Analysis (EDA) – 1000-word report
- Portfolio A2 – Regression for Marketing Effectiveness & Budget Allocation

**Note: methods of assessment and weighting are indicative only and may be subject to change**

**Last updated:** 23/03/26/PJW

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<b>Module Code: BM5012</b>
<b>Module Title: Market Research and Behavioural Insights</b>
<b>Level: 5</b>
<b>Prerequisites:</b> study of marketing at university level
<b>Credits:</b> <ul style="list-style-type: none"> <li>• Full Year: 8 (US) 15 (ECTS)</li> <li>• Single Semester: 4 (US) 7.5 (ECTS)</li> </ul>
<b>Suitability:</b> <ul style="list-style-type: none"> <li>• Study Options 1 or 2</li> <li>• Cannot be taken with BM5214</li> </ul>
<b>Content:</b> <p>All businesses are highly dependent on knowledge of 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 insight on consumers 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.</p> <p>➤ <b>Overall Topics:</b></p> <ul style="list-style-type: none"> <li>• The role of marketing research within the business environment.</li> <li>• The research process, grounded in academic principles and demonstrated in commercial contexts.</li> <li>• Applying research to address business questions, support decision-making, and enhance understanding of human behaviour.</li> <li>• Planning and conducting rigorous research projects.</li> <li>• Secondary research: its applications and limitations.</li> <li>• Types of data and methods for data collection in both qualitative and quantitative research.</li> <li>• Designing and implementing qualitative research methods.</li> <li>• Designing and implementing quantitative research methods.</li> <li>• Quantitative research design and methods</li> </ul>

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

➤ **Autumn Semester: Behavioural Insights**

- Store Atmospherics and consumer behaviour in the retail context
- Customer Loyalty and Loyalty Programmes
- Psychology of Brands & Branding
- Cause-related Marketing
- The Cultural Context of Purchase & Consumption
- Effects of Advertising and Word-of-Mouth (WOM) communication

➤ **Spring Semester: Market Research**

**Teaching:** weekly 3-hour lectures

**Assessment:**

➤ **Study Option 1:**

- Presentation Placemat (3 slides) (20%)
- Employability Reflective Report on the Employability Assessment Centre + recent CV checked on CV 360 Tool (30%)
- Written individual market research portfolio (50%)

**Study Option 2:**

- Individual placemat presentation (100%)

***Note: methods of assessment and weighting are indicative only and may be subject to change***

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**Module Code:** BM5013

**Module Title:** Strategic Marketing for 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)

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

**Suitability:**

- Study Options 1 or 2

**Content:**

In today's interconnected global environment, organisations face increasingly complex challenges and opportunities that demand innovative and strategic marketing approaches. This module provides students with an understanding of strategic marketing principles and practices, focusing on decision-making in dynamic and competitive markets.

Students will explore how strategic marketing frameworks are applied to develop competitive advantages and align organisational goals with market opportunities. Emphasis will be placed on the interplay between marketing strategies and the demands of a connected world, such as digital transformation, data-driven decision-making, and customer-centric innovation. A significant component of this module includes a computerised marketing simulation game, offering students a hands-on opportunity to navigate strategic marketing challenges. This simulation allows students to experiment with and evaluate the implications of their marketing decisions, enhancing their ability to think critically and develop and apply marketing strategies in a risk-free environment.

➤ **Overall Topics:**

- Strategic market analysis and opportunity identification.
- Competitive positioning and marketing strategy formulation.
- Decision-making processes in dynamic and competitive markets.
- Evaluating marketing performance and adapting marketing strategies.
- Integration of innovative and customer-centric approaches in strategic marketing.

**Teaching:** weekly lectures and interactive workshops

**Assessment:**

➤ **Study Option 1:**

- Individual portfolio: written report; individual contribution to simulation game (3,200 words) (80%)
- Group presentation - 10 minutes (20%)

➤ **Study Option 2:**

- Part of study option 1 assessment (100%)

***Note: methods of assessment and weighting are indicative only and may be subject to change***

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

<b>Module Code:</b> BM5214
<b>Module Title:</b> Customer Insights and Market Research
<b>Level:</b> 5
<b>Prerequisites:</b> study of marketing at university level
<b>Credits:</b> <ul style="list-style-type: none"> <li>• Full Year: 8 (US) 15 (ECTS)</li> <li>• Single Semester: 4 (US) 7.5 (ECTS)</li> </ul>
<b>Suitability:</b> <ul style="list-style-type: none"> <li>• Study Options 1 or 2</li> <li>• Cannot be taken with BM5012</li> </ul>

**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.

➤ **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:** weekly three-hour lecture

**Assessment:**

➤ Study Option 1:

- Presentation Placemat (3 slides) (20%)
- Infographic Report (30%)
- Written Individual Market Research Portfolio (50%)

➤ Study Option 2:

- Individual placemat presentation (100%)

***Note: methods of assessment and weighting are indicative only and may be subject to change***

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**Module Code: BM6001**

**Module Title: Brands, Buyers and Behaviours**

**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:**

Marketing raises problems about how consumers buy and use products and how they react to marketing interventions in the increased competitive global marketplace. This module is concerned with evidence, theory and technology about the issues of buyers, behaviours and brands. The module enables students to evaluate the latest developments in areas of buyer behaviour and brands development. Beginning with the strategic elements that come together to build a brand, the skill of brand development and management is experienced in this module. This includes not only 'how to', but also the strategic decision-making processes brand managers develop. To underpin this module, an in-depth dive into buyer behaviour is experienced, using new technological advances and BRAINS lab knowledge. In addition, the curriculum incorporates the latest methods of investigation and analysis in consumer research and brand management, including what the future holds for brands in a virtual marketplace

➤ **Overall topics:**

- Ideas behind buyer research: the problems and methods of buyer behaviour; types of consumption; key theories and frameworks of buyer behaviour.
- The role and nature of brands: what is a brand; importance of brands for consumers.
- Developing a brand's personality and positioning. Brand 'relationships'.
- Branding strategies: portfolio, umbrella, endorsing strategies.
- Brand equity measures. The relationship between market share and other brand equity measures.
- Managing individual brands and categories.
- Building and sustaining global brands.
- Consumer satisfaction and dissatisfaction (CS/D): SERVQUAL
- The consumer as shopper: store atmospherics – the in-store and online environment and the shopper's response.
- The cultural context of purchase and consumption.
- New technological advances in a virtual marketplace for brands.

**Teaching:** weekly lectures, theory-in-practice workshops, tutorials and practical workshops.

**Assessment:**

➤ **Study Option 1:**

- Individual placemat (1000 words equivalent) (20%)
- Reflective report (1500 words) (30%)
- Report (2500 words) (50%)

➤ **Study Option 2:**

- Part of Study Option 1 assessment (100%)

**Note: methods of assessment and weighting are indicative only and may be subject to change**

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<b>Module Code: BM6213</b>
<b>Module Title: Digital Creativity in Marketing</b>
<b>Level: 6</b>
<b>Prerequisites:</b> study of marketing at university level
<b>Credits:</b> 4 (US) 7.5 (ECTS)
<b>Suitability:</b> <ul style="list-style-type: none"> <li>• Study Options 1 or 3</li> <li>• This module runs entirely in the <b>spring</b> semester</li> </ul>
<b>Content:</b> <p>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.</p> <p>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.</p> <p>Students will combine previously learned theoretical perspectives and practical applications and apply these to contemporary or live digital marketing challenges.</p> <p>➤ <b>Topics:</b></p> <ul style="list-style-type: none"> <li>• Planning digital marketing communications campaigns</li> <li>• Search Engine Optimisation</li> <li>• Google Ads</li> <li>• Mobile Marketing and Social Media Marketing</li> <li>• Email Marketing</li> <li>• Content Marketing</li> <li>• Digital Marketing Analytics</li> <li>• Digital Marketing in Action</li> </ul>

**Teaching:** weekly 3-hour lectures

**Assessment:**

- 1000-word report (40%)
- 1,500-word report: 12-month digital marketing communication plan (60%)

**Note: methods of assessment and weighting are indicative only and may be subject to change**

**Last updated:** 23/03/26/PJW

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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

➤ **Autumn Semester:**

- the social media environment
- Social Consumers
- Network Structure and Group Influences in Social Media
- Social Media Marketing Strategy
- Tactical Planning for Social Media Marketing
- Social Community
- Social Publishing
- Social Entertainment
- Social Commerce

➤ **Spring Semester:**

- Advertising on Facebook/Instagram
- Advertising on X /LinkedIn
- Content Marketing
- Influencer Marketing
- AI and Social Media
- Big Data and Social Media
- Social Media Analytics and Metrics
- Ethical Issues in Social Media

**Teaching:** weekly 3-hour lecture

**Assessment:**

➤ Study Option 1:

- Individual reflective account - 1000 words (20%)
- 3000-word report (60%)
- Group presentation – 8 minutes (20%)

➤ Study Option 2:

- Part of Study Option 1 assessment

***Note: methods of assessment and weighting are indicative only and may be subject to change***

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**Module Code: BM6713**

**Module Title: Integrated Marketing Communications**

**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:**

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.

➤ **Topics:**

- 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

➤ **Autumn Topics:**

- The scope and role of marketing communications
- The concept of Integrated Marketing Communications (IMC)
- IMC key themes
- 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:** weekly 3-hour 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 and may be subject to change**

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<b>Module Code:</b> BS5xxx
<b>Module Title:</b> Business Start Up
<b>Level:</b> 5
<b>Prerequisites:</b> study of business/management at university level
<b>Credits:</b> <ul style="list-style-type: none"> <li>• Full Year: 8 (US) 15 (ECTS)</li> <li>• Single Semester: 4 (US) 7.5 (ECTS)</li> </ul>
<b>Suitability:</b> <ul style="list-style-type: none"> <li>• Study Options 1 or 2</li> </ul>
<b>Content:</b> <p>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.</p>

- 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 and may be subject to change**

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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 regenerative business and supply chain management and focuses on managing organisations in a responsible and regenerative way. It does so by looking at the changes from traditional development to modern sustainability to restorative and regenerative business strategy, including the ethical issues that emerge in the interactions between a business and its stakeholders and the implementation of socially responsible and regenerative programmes and initiatives. Subjects covered will include conventional green business practices, UN Sustainable Development Goals (SDG) applications, environmental, social and governance (ESG), regenerative principles, organisations as living systems, the triple bottom line – economic, environmental and social sustainability in the supply chains, stakeholder value and reputation.

➤ **Overall 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:**

❖ ***Sustainability***

- Roots of Sustainability and Mental Models
- UN Sustainable Development Goals
- SDG Impact on Management, Projects, Mission, and Firms' Vision

❖ ***Regenerative Principles for Business***

- Wholeness, Nestedness, Essence, Potential, Developmental, Nodal (Interventions)
- Fields (Reciprocity)

<b>Teaching:</b> weekly 3-hour lectures
<b>Assessment:</b> <ul style="list-style-type: none"> <li>➤ Study Option 1: <ul style="list-style-type: none"> <li>• Portfolio: reviews of a series of case studies – 2,500 words (60%)</li> <li>• Group Presentation (8 minutes) (20%)</li> <li>• 1,000-word report (20%)</li> </ul> </li> <li>➤ Study Option 2: <ul style="list-style-type: none"> <li>• Part of Study Option 1 assessment</li> </ul> </li> </ul> <p><i>Note: methods of assessment and weighting are indicative only and may be subject to change</i></p>
<b>Last updated:</b> 23/03/26/PJW

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<b>Module Code:</b> BS5015
<b>Module Title:</b> Managing Across Cultures and Borders
<b>Level:</b> 5
<b>Prerequisites:</b> prior study of business/management
<b>Credits:</b> <ul style="list-style-type: none"> <li>• Full Year: 8 (US) 15 (ECTS)</li> <li>• Single Semester: 4 (US) 7.5 (ECTS)</li> </ul>
<b>Suitability:</b> <ul style="list-style-type: none"> <li>• Study Options 1 or 2</li> </ul>

**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:**

**Study Option 1:**

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

**Study Option 2:**

- TBC

***Note: methods of assessment and weighting are indicative only and may be subject to change***

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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

**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.

➤ **Overall 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

➤ **Autumn Semester:**

❖ **Strategic Position**

In the first 5 weeks the module covers the key elements of strategic positioning including Macro-environment, Industry analysis, Internal resources, Stakeholder management and Culture and History of the organisation

❖ **Strategic Choices**

In the weeks 7-12 the module covers the key elements of strategic choices including Business Strategy & Models, Corporate Strategy, Entrepreneurship, Acquisitions and Alliances and International Strategy.

➤ **Spring Semester:**

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

❖ **Strategy in Action**

During the first half of this semester, the module covers the key elements of strategy into action: Evaluating. Processes, Leading & Changing, Practice and Organisation

❖ **Strategy Simulation**

During the second half, a business simulation programme is worked upon to test out students' new found skills and abilities in strategic management.

**Teaching:** weekly 3-hour workshops

**Assessment:**

➤ **Study Option 1:**

- Application of theory to practice (2500 words) 40%
- 2,500-word report (60%)

➤ **Study Option 2:**

- Part of Study Option 1 assessment

**Note: methods of assessment and weighting are indicative only and may be subject to change**

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**Module Code:** BS6207

**Module Title:** Entrepreneurship and Design Thinking

**Level:** 6

**Prerequisites:** prior study of entrepreneurship such as [BS5\\*\\*\\* Business Start Up](#) or similar

**Credits:**

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

**Suitability:** Study Options 1 or 2

**Content:**

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

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.

➤ **Overall 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

➤ **Autumn Semester:**

- Introduction to Entrepreneurship and Design Thinking
- Preparing your business idea
- Creating Value
- Contextualizing your challenge part 1
- Revision and Assessment surgery (covers pitching)
- Contextualizing your challenge part 2
- Empathy & Deep Human Understanding
- Need mining and analysis, Need articulation, Need validation
- Presentation day

➤ **Spring Semester:**

- Entrepreneurial finance
- Marketing and branding
- Design Thinking Sprint
- Guest speaker on legal aspect
- Prototyping, testing and ethics
- Business plan development
- Assessment feedback

- Business report writing and reflection surgery

**Teaching:** weekly 3-hour workshops

**Assessment:**

➤ Study Option 1:

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

➤ Study Option 2:

- Group work but individual presentation (100%)

**Note: methods of assessment and weighting are indicative only and may be subject to change**

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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)
- 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

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

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.

➤ **Overall 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

➤ **Autumn Semester:**

❖ **Adapting to a rapidly Changing Business Environment**

- Is Globalisation under Threat?
- Expanding Abroad - Porter's Diamond
- Innovation and Sustainability
- Entry Mode -- Choosing How to Enter a Foreign Market
- Assessing Foreign Direct Investment

❖ **Global Entrepreneurship Hackathon**

An opportunity to work with a new group of people on an exciting global challenge with people who are studying in different institutions and countries. The programme is the brainchild of lecturers working together on a project called In2IT (internationalisation by innovative technologies)

➤ **Spring Semester: International Business Operations and Management Practice**

After exploring the how the company can adapt to the changing business environment culminating in the group presentations at the beginning of January, the focus is on the operational aspects of business. This includes service operations, logistics, shipping and incoterms which complete the theoretical concepts taught in the module. During the second half of this semester, these concepts are applied with a real UK company in a consultancy project.

<b>Teaching:</b> weekly 3-hour workshop
<p><b>Assessment:</b></p> <ul style="list-style-type: none"> <li>➤ <b>Study Option 1:</b> <ul style="list-style-type: none"> <li>• International Consultancy Report – 2,500 words (50%)</li> <li>• Group presentation - 15 mins (25%)</li> <li>• Written report – 1,250 words (25%)</li> </ul> </li> <li>➤ <b>Study Option 2:</b> <ul style="list-style-type: none"> <li>• Learning journal (1,250 words) (50%)</li> <li>• Group presentation (50%)</li> </ul> </li> </ul> <p><b>Note: methods of assessment and weighting are indicative only</b></p>
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<b>Module Code:</b> BS6701
<b>Module Title:</b> Innovation
<b>Level:</b> 6
<b>Prerequisites:</b> Prior study of international business/management
<p><b>Credits:</b></p> <ul style="list-style-type: none"> <li>• Full Year: 8 (US) 15 (ECTS)</li> <li>• Single Semester: 4 (US) 7.5 (ECTS)</li> </ul>
<b>Suitability:</b> 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!

BS6201 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.

Topics:

➤ **Autumn Semester:**

- Types of innovation, sources of innovation
- Product innovation
- Process innovation
- Technological innovation (AI, new, emerging technologies)
- Sustainable innovation
- Social innovation

➤ **Spring Semester:**

- Innovation management and organisation structure
- Data for Innovation and search strategies for innovation
- Forecasting for innovation
- Selecting innovative projects
- Disruptive innovation
- Timing of entry and accelerators
- Diffusion of innovation, National ecosystem and Government policies

**Teaching:** weekly 3-hour workshops

**Assessment:**

➤ **Study Option 1:**

- 15-min group presentation (30%)
- 2000-word Industry innovation report (70%)

➤ **Study Option 2:**

- Group presentation (30%)
- 2000-word Industry innovation report (70%)

***Note: methods of assessment and weighting are indicative only and may be subject to change***

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

<b>Module Code: BS5404</b>
<b>Module Title: Business Design Thinking</b>
<b>Level: 5</b>
<b>Prerequisites:</b> Prior study of business/management
<b>Credits:</b> <ul style="list-style-type: none"> <li>• Full Year: 8 (US) 15 (ECTS)</li> <li>• Single Semester: 4 (US) 7.5 (ECTS)</li> </ul>
<b>Suitability:</b> study options 1 or 2
<b>Content:</b> <p>Business design thinking is a set of methods and techniques applied to problems or opportunities to come up with ideas. Students will gain an understanding, and hands-on experience of the challenges of managing creativity and innovation within organisations. It enables students to experience some of the typical problems faced in organisations today and work on ways to solve these creatively. Students will be provided with frameworks and guidance on creative thinking and problem solving and be able to choose from a selection of problems (related to their other modules at this level).</p> <p>Students may work on problems specifically related to their major e.g., entrepreneurship students may focus on developing their products or services, international business students on a global problem.</p> <p>➤ <b>Topics:</b></p> <ul style="list-style-type: none"> <li>• Principles of Design Thinking and Human-Centered Design in business.</li> <li>• Key tools for market research, organizational analysis, and lean start-up methodology.</li> <li>• How to identify challenges, develop business models, and create prototypes.</li> <li>• The importance of leadership, employability skills, and personal values in entrepreneurship.</li> <li>• Techniques for designing and presenting a business report of their work.</li> </ul>
<b>Teaching:</b> weekly lectures and workshops

**Assessment:**

➤ Study Option 1:

- 10-min group presentation (20%)
- individual business report - up to 3000 words (80%)

➤ Study Option 2:

- Group presentation (30%)
- 2000-word Industry innovation report (70%)

***Note: methods of assessment and weighting are indicative only and may be subject to change***

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