



College of Business, Digital Transformation and Entrepreneurship

Academic Year 2023/24 - Semester 1

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

Click on the module name to see the module specification.

Module Code	Name	Level Code	BCU Module Credits	ECTS
BUS5074	Business Analytics	5	20	10
BUS5075	Business Strategy	5	20	10
BUS5076	Dynamic Business issues and Solutions	5	20	10
BUS6061	e-Business	6	20	10
BUS6077	Business Process and Systems	6	20	10
BUS6079	Continuous Innovation	6	20	10
BUS6081	Business Research Methodology and Practice	6	20	10
HRM5012	Employment Law in Context	5	20	10
HRM5014	Recruitment and Selection Strategies	5	20	10
HRM6008	Employee Relations and Reward	6	20	10
MAN4036	Insights into Management	4	20	10
MAN4040	Managing Teams	4	20	10
MAN4043	Introduction to Sport Business Management	4	20	10
MAN5060	Management Development	5	20	10
MAN5077	Data Analytics for Business Optimisation	5	20	10
MAN5082	One Planet Issues	5	20	10
MAN5094	Big Data, Analytics and Innovation	5	20	10
MAN6041	The Executive Manager	6	20	10
MAN6053	Managing Emotions in the Events Industry	6	20	10
MAN6054	Contemporary Issues in Global Sport	6	20	10
MAN6071	Leading and Managing Change	6	20	10
MAN6072	Continuous Innovation	6	20	10
MKT4022	Principles of Marketing	4	20	10
MKT4024	Developing Your Personal Brand	4	20	10
MKT5042	Brand Dynamics and Activation	5	20	10
MKT5043	Visual Communication for Marketers	5	20	10
MKT5047	Digital Communications and Influencer Marketing	5	20	10
MKT5049	Commercial Management	5	20	10
MKT6047	Marketing Strategy and Leadership	6	20	10
MKT6048	Creativity, Innovation and Entrepreneurship	6	20	10
MKT6049	Contemporary Advertising	6	20	10
MKT6051	Digital Analytics for Marketing	6	20	10
MKT6052	Managing Customer Relationships	6	20	10

Module Specification

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1	Module Title	Business Analytics
2	Module Credits	20
3	Module Level	5
4	Module Code	BUS5074

5	Module Overview
<p>This module introduces you to the advanced analytics of data. In a data-driven business environment, the importance of such skill is paramount. Building on your essential analysis for business module in the first year, you will enhance your knowledge of a range of methods and techniques for analysing data applicable to businesses. You will be able to make data-driven logical business decision using advanced quantitative and qualitative data analysis programmes (e.g. SPSS, STATA, Nvivo).</p> <p>You will be working with academics with significant experience in teaching and researching on Big Data and its impact on business decision making. There will be guest lectures and participation from industry experts where possible in delivering the curriculum.</p> <p>In order to assist learning, each week of delivery will have a quiz or other activity so that you can check your progress and review your need for further study on the particular topic. This accounts for a percentage of the final marks for the module.</p> <p>Successful completion of this module will make you business ready and support you in pursuing an industry recognised Microsoft qualification.</p>	

6	Indicative Content
<p>The module will include:</p> <ul style="list-style-type: none"> Finding and dealing with large and diverse quantitative and qualitative data sets Finding and dealing with the limitations of your work due to incomplete or biased data. Dealing with financial data so that decisions can be made about business performance Investigating charts for specialist areas, for example, Medicine and Psychology. Producing management information as, for instance, dashboards Using Excel, SPSS and Nvivo to process data and interpret the results produced Using advanced quantitative, qualitative and mixed method techniques to process data and report on and discover relationships Produce effective data collection process (surveys instrument and interview) and be able to analyse them. Apply ethical principles to all outputs and be able to justify them 	

7	Module Learning Outcomes
On successful completion of the module, students will be able to:	
1	Evaluate current approaches of data collection for commercial purposes.
2	Apply advanced data visualisation techniques to demonstrate data summary.
3	Use commercial data analysis packages to analyse data.
4	Apply data analytics for business decision making.

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

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

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1	Module Title	Business Strategy
2	Module Credits	20
3	Module Level	5
4	Module Code	BUS5075

5	Module Overview
<p>In this Business Strategy module, you will explore the key concepts that shape strategy, formation and execution. Comprehensive coverage of topics includes current debates on ethics and resource-based strategy, more classic topics on the external environment, internal environment, including strategic management of business challenges.</p> <p>This module addresses the rational approach to strategy development and strategic decision-making, and factors here are concerned with the socio-economic, market, finance and resource constraints that affect this decision-making process. We follow a problem based learning (PBL) pedagogy to bring the managerial realism in the classrooms. You will be working with academics with significant experience in teaching and researching the strategic management approaches adopted by business and their impact on organisational sustainability.</p> <p>Key issues are discussed with up-to-date examples and case studies from a range of industry sectors and organizations that you can relate to. These are used to contextualise and demonstrate application of the concepts discussed. There will be guest lectures and participation from industry experts where possible in delivering the curriculum.</p>	

6	Indicative Content
<ul style="list-style-type: none"> • Introduction to Strategy • Approaches to strategy • Strategy lenses, • Types of strategy • Schools of strategy thought • Role of the strategist in organisations • Strategy formulation and execution 	

7	Module Learning Outcomes
On successful completion of the module, students will be able to:	
1	Identify appropriate strategic management models and apply them to analyse organisational scenarios.
2	Apply and evaluate strategic options for different organisations for a given business case and defend strategic choices using appropriate data.
3	Apply literary and information-processing skills for constructing and defending strategy implementation plans.
4	Apply ethical code of practice in strategy formulation and implementation.

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

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

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1	Module Title	Dynamic Business Issues and Solutions
2	Module Credits	20
3	Module Level	5
4	Module Code	BUS5076

5	Module Overview
<p>You will investigate the impacts of global issues such as pandemics, public health, global warming, financial interconnectedness, migration, geopolitical events, the power of media, and demographic shifts on large businesses in the Dynamic Business Issues and Solutions module. These issues affect businesses directly and often indirectly. Large businesses are often more exposed to global shocks due to their exposure to international markets. Businesses, therefore, need to have a greater awareness of these issues and understanding of the scale of impact, they might have on sustainable growth.</p> <p>The actions required to address these issues generally rest in the authorities of the governing institutions. Therefore, businesses also need to have collective bargaining power for progressive regulations and policies to deal with issues arising from broad topics mentioned here.</p> <p>You will gain a greater awareness of the varying degree of challenges posed by broad socio-political and economic issues from this module. You will examine how these are affecting businesses today. You will look at more specific business issues, such as labour shifts (outsourcing, offshoring and re-shoring), teleworking and other modern 'slavery' practices. You will also learn how to engage in a productive dialogue to facilitate smart regulations and policies that facilitate sustainable growth for businesses.</p> <p>The module follows the flip and problem based learning (PBL) pedagogies to bring an empowering learning environment and the managerial realism in the classrooms. You will be working with academics with significant experience in teaching and researching the macro-political, social and economic environment and their impact on business organisations. There will be guest lectures and participation from industry experts where possible in delivering the curriculum.</p>	

6	Indicative Content
<p>The module content will include:</p> <ul style="list-style-type: none"> • The problems facing managers today • Financial Institutions: The Influence of the Banking Sector on the Economy • Globalisation and related issues • Climate Change • Public health and pandemic • Media Management • Shifts of labour market • Work slavery • Ethics and CSR 	

7		Module Learning Outcomes On successful completion of the module, students will be able to:
	1	Identify and apply appropriate analytical models to analyse different external environment and organisational scenarios.
	2	Generate, evaluate and justify specific views for differing organisational scenarios.
	3	Critically analyse current business issues and their impact on a large business.
	4	Construct and defend arguments regarding specific dynamic contemporary issues based on research conducted into an industry (dynamics, key success factors, etc.).

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

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

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Module Summary Information

1	Module Title	E-Business
2	Module Credits	20
3	Module Level	6
4	Module Code	BUS6061

5	Module Overview
<p>The business environment is undergoing constant change and this is largely driven by technological advances which enable organisations to better identify and reach prospective customers. Organisations can no longer obtain a competitive advantage simply by producing high quality goods or services and offering them for sale within the market. The way that the consumer makes their buying decisions has changed and nowadays they no longer expect to be the passive recipients of mass messages. Customers now expect to enter into a two-way conversation with organisations, thus changing the monologue into a dialogue: a two-way conversation. This conversation commences during their decision making-stage, continues during the purchase of the product or service and continues throughout the buyer lifecycle, thus enabling organisations to extract maximum value from customers. This module aims to equip you with the conceptual knowledge needed to develop your understanding of e-business and to enhance your digital employability skills. It explores a diverse range of activities within e-business Strategy and aims to enable you to appreciate the major differences between traditional and e-business at strategic level.</p> <p>The module aligns with the programme aims in that it provides you with the opportunity to develop a theoretical understanding of generic theories relating to the conduct and environment of business. It also provides experiential learning in the application of theory in the conduct of business. It includes tasks and challenges that develop key transferable skills essential to a career in business and provides an opportunity to analyse operational situations and devise approaches that may improve performance of the business organisation.</p> <p>You will develop an understanding of how to analyse and assess an organisation's current e-business capability, to understand the e-environment and to develop and apply e-business techniques. You will also develop appropriate metrics for e-business activities and assess risk associated with the execution of e-business strategies. This module is particularly useful as the skills that you will attain are considered to be a valuable asset for modern, forward thinking organisations seeking a competitive advantage within the marketplace.</p> <p>The Professional Practice route will be delivered differently via block taught sessions with the assessment work-based.</p>	

6	Indicative Content
<p>The module content will include:</p> <ul style="list-style-type: none"> • Introduction to e – business strategy • The e – environment • The online customer • Web site development • Design effectiveness & digital laws • e – CRM • Development, evaluation & improvement of e – business strategy 	

7	Module Learning Outcomes
<p>On successful completion of the module, students will be able to:</p>	
1	Analyse and classify an organisation's current e-business strategy, identifying their strengths and weaknesses relative to those of their direct competitors.
2	Choose effective e-business strategies for the delivery of products and services to increase market share and sustainability.
3	Compile and elaborate understanding of concepts, theories, frameworks and principles for e-commerce and e-business and their competent use.

8	Module Assessment		
Learning Outcome			
	Coursework	Exam	In-Person
1,2 & 3	X		
1,2 & 3	X (Professional Practice route only)		

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

****Professional Practice route delivery only shown in brackets ().**

Module Specification

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1	Module Title	Business Process and Systems
2	Module Credits	20
3	Module Level	6
4	Module Code	BUS6XXX

5	Module Overview
<p>This module encourages you to develop an in-depth understanding of the analysis and re-design of business operations and processes and the systems that support the contribution of these core processes.</p> <p>Founded on the systems view of business, this module critically evaluates various functionalities within the operations management for performance enhancement. The systems view sees business as a complex system of interrelated factors, i.e. strategy, operation, management, employees, functions (marketing, finance, processes, production), suppliers, owners, investors, competitors, collaborators and customers to increase the stakeholders' value. You will be introduced to these actors and functionalities using a real-life business case.</p> <p>The emphasis is to create a practice-based module, taking you through a journey of how a real-life business plans is developed that delivers the organisations' operations. The practice is underpinned by relevant theories in three-hour workshops – combining lectures and seminars.</p> <p>You will be working with academics with significant experience in operations management. There will be guest lectures and participation from industry experts where possible in delivering the curriculum.</p>	

6	Indicative Content
<p>This module will include topics such as:</p> <ul style="list-style-type: none"> • Essential operations components for business • A Systems View of Business • Managing Business Process Flows • Business Process modelling • Business process Management: a boundary-less approach to modern competitiveness • Fundamentals of Performance Improvement • Customers innovation measures of performance • Techniques for implementation and maintenance • Financial Performance Ratios • Measures that Drive Performance Activity • Integration of systems and processes – issues and problems • Evaluation into the Performance Improvement Process • Ethical standard of operations and process management 	

7	Module Learning Outcomes On successful completion of the module, students will be able to:	
	1	Critically evaluate an existing business process by applying appropriate concepts, theories and methods.
	2	Redesign existing process to achieve well-reasoned benefits.
	3	Generate a plan for the implementation of the new process.
	4	Develop the framework to measure the business performance post implementation.
	5	Apply ethical standard into business process.

8	Module Assessment		
Learning Outcome			
	Coursework	Exam	In-Person
1, 2, 3, 4 & 5	X		

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

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Module Summary Information

1	Module Title	Continuous Innovation
2	Module Credits	20
3	Module Level	6
4	Module Code	BUS6079
5	Semester Taught	1

6	Module Overview
<p>The nature of today's global business environment means that contemporary organisations are faced with a range of challenges and opportunities presented by increasing levels of uncertainty, ambiguity and complexity. In order to be successful organisations need to find ways to work with and indeed proactively exploit these conditions.</p> <p>Such environments require individuals, teams and organisations to become more enterprising, resourceful, innovative and creative, and demand more critical or 'beyond the box' thinking. In order to do this, you will be introduced to the Design Thinking approach and the work of John Bessant and the spaces of innovation. You will use this process in order to develop a solution to a contemporary problem. International case studies and the work of IDEO, will be used to supplement the underpinning theoretical frameworks. Additionally the module will invite guest speakers to share their experiences.</p> <p>This module builds on our practice-based approach to learning. You will integrate theory and practice in order to challenge existing approaches and thinking and propose innovative ideas to support flexible and creative initiatives within organisations. It complements other modules within the Final Year through supporting your personal and professional development across a range of transferable skills including problem solving, critical thinking, generating innovative ideas, and building and delivering effective oral presentations.</p>	

7	Indicative Content
<p>The module content will include:</p> <ul style="list-style-type: none"> · Exploiting the 'new realities' for organisations · Design Thinking and the 6 stage process – John Bessant · Problems and reframing – using the 5 why's technique · Generating innovative ideas through ideation · Prototyping and testing – low, medium and high fidelity · Entrepreneurial thinking and intrapreneurial approaches? · Leadership for innovation and agile business · Exploiting organisation diversity to support innovation 	

8	Module Learning Outcomes
On successful completion of the module, students will be able to:	
1	Justify the significance of innovative thinking and idea generation as responses to organisational challenges, threats and opportunities.
2	Critically analyse a contemporary organisational issue and create a solution by using academic models
3	Synthesise research to generate and critically evaluate options in order to formulate a response to a contemporary organisational issue.
4	Apply appropriate resources and techniques to prepare, structure and deliver an oral presentation.

9 Module Assessment			
Learning Outcome Number (from table 8)	Coursework	Exam	In-Person
1 – 4			100% 1 X 10 minute individual presentation AP1

10 Breakdown Learning and Teaching Activities		
Learning Activities	Hours	Details of Duration, Frequency and other comments
Scheduled Learning (SL) includes lectures, practical classes and workshops as specified in timetable	36	<i>Insert the SL activity, duration x frequency and any other comments as appropriate (e.g. 2hr lecture x12, 1hr seminar x12)</i>
Directed Learning (DL) includes placements, work-based learning, peer group learning external visits, on-line activity, Graduate+, peer learning, as directed on VLE	60 (which includes 12 hours of online learning)	<i>Insert the DL activity, duration x frequency and any other comments as appropriate</i>
Private Study (PS) includes preparation for exams	104	<i>Insert the PS activity, duration x frequency and any other comments as appropriate</i>
Total Study Hours:	200	

11 Key Texts and Online Learning Resources
Essential (Books/Journals/Specific chapters/Journal Articles) Beerel, A. (2009) Leadership and Change Management. London: Sage. Cunliffe, A. (2014) A Very Short, Fairly Interesting and Reasonably Cheap Book About Management. London: Sage. Gabriel, Y. (2008) Organizing Words: A Critical Thesaurus for Social and Organization Studies. Oxford: Oxford University Press. (e-book). Grey, C., (2016) A Very Short, Fairly Interesting and Reasonably Cheap Book About Studying Organizations. London: Sage.

Knights, D., Willmott, H., (2011) Organizational Analysis: Essential Readings. Andover: South-Western Cengage Learning.

Proctor, T. (2014) Creative Problem Solving for Managers. Abingdon: Routledge. (e-book).

Recommended

Given the opportunities to individually shape a focus from a range of possible subject areas the broad-based sources offered above should be supplemented with the use of appropriate sources particularly relevant to the chosen assignment focus.

Boonstra, J. (2004) Dynamics of Organizational Change and Learning. Chichester: Wiley. (e-book)

Burns, P. (2013) Corporate Entrepreneurship: Entrepreneurship and Innovation in Large Organisations. Basingstoke: Palgrave Macmillan.

Fineman, S., Gabriel, Y. and Sims, D. (2010) Organizing and Organizations. London: Sage.

Jackson, B., Parry, K. (2008) A Very Short, Fairly Interesting and Reasonably Cheap Book About Studying Leadership. London: Sage.

McMillan, E. (2008) Complexity, Management and the Dynamics of Change. London: Routledge. (e-book)

Stacey, R. (2012) Tools and Techniques of Leadership and Management: Meeting the Challenge of Complexity. Abingdon: Routledge. (e-book)

Background

Chartered Management Institute web site - <http://www.managers.org.uk/>

Bessant, J. R; Tidd, J. (2011) Innovation and Entrepreneurship. Chichester: Wiley.

Fineman, S. (2009) Emotional Organisation; the Passions and the Power. Oxford: Blackwell. (e-book).

Rickards, T. Runco, M. and Moger, S. (2008) Routledge Companion to Creativity. Abingdon: Routledge. (e-book).

Udall, N. (2014) Riding the Creative Rollercoaster. London: Kogan Page. (e-book)

Module Specification

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1	Module Title	<i>Business Research Methodology and Practice</i>
2	Module Credits	20
3	Module Level	6
4	Module Code	BUS6081

5	Module Overview
<p>The aim of this module is to provide insight into the methodological foundations of business research, which will enable you to conduct a substantial piece of disciplinary research.</p> <p>Although there are a variety of business disciplines – including strategy, marketing, accounting, finance, or human resource management – researchers often employ a common body of techniques as they investigate these areas. Some aspects of this are organisational: project-planning, time-management, preparing a proposal. Others are philosophical: ethics, falsification, reality and interpretation. Finally, there are the research methods available to business, management and accounting researchers: qualitative (including surveys, interviews and focus groups) and quantitative (including descriptive statistics and multivariate regression). The aim of this module is to provide you with the knowledge of research project management, research philosophy and the analytical “toolkit” to conduct a piece of research, in line with established research ethics.</p> <p>The class contact will consist of a programme of weekly online materials that will provide insight into research philosophy and methodology, including analytical techniques. There will be supported by a series of two-hour workshops which will give you the time and space to develop your plan, alongside other students, facilitated by a member of academic staff. This will supported by directed learning (including the online materials) and private study, the latter being focussed on the topic you are proposing to investigate. You will provide a basis for assessing the viability of your project plan, which should be related to your programme of study. Additionally, you will be required to submit your project for ethical approval.</p>	

6	Indicative Content
<p><i>The module content will include the following:</i></p> <ol style="list-style-type: none"> <i>1. Identifying a research topic, including aim, objectives and research questions;</i> <i>2. Planning the project and time-management;</i> <i>3. Formulating a problem statement writing, and developing a proposal;</i> <i>4. Understanding the principles of a systematic literature review, involving critical analysis;</i> <i>5. Research methodology (philosophy, theory generation, strategy and approach);</i> <i>6. Research methods (data collection and analysis);</i> <i>7. Designing a data collection instrument;</i> <i>8. Quantitative research methods and analysis;</i> <i>9. Qualitative research methods and analysis;</i> <i>10. Mixed research methods and analysis;</i> <i>11. Finalising the project proposal;</i> <i>12. Submitting an ethics proposal.</i> 	

7	Module Learning Outcomes On successful completion of the module, students will be able to:	
	1	Identify, determine and justify a discipline-relevant project, including aims, scope and objectives.
	2	Articulate and reflect critically on the philosophical underpinnings of a particular research proposal.
	3	Evaluate a variety of research methods, techniques and data sources, and evidence integration of these in a viable project proposal.
	4	Successfully submit a research project for ethical approval, in line with the School's research ethics framework, evidencing a critical understanding of research ethics.

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

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

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Module Summary Information

1	Module Title	Employment Law in Context
2	Module Credits	20
3	Module Level	Level 5
4	Module Code	MAN5XXX
5	Semester Taught	2

6	Module Overview
<p>This module aims to enable you to build a strong understanding of the legal issues that impact on the “people” aspects of the business within the context of the wider employment relationship. Studying this module will provide you with a deep insight into the practical steps employers need to consider when dealing with employment issues in order to minimise the risk of employment tribunal claims. Amongst other areas you will consider:</p> <ul style="list-style-type: none"> the contractual nature of the employment relationship; discrimination law and its relevance to key events in the employee lifecycle, such as recruitment and dismissal; collective law and the role of trade unions in agreeing core terms and conditions through collective agreements; and discipline and grievance processes and how such issues can develop into actual or constructive unfair dismissal claims. <p>You will be exposed to both academic knowledge and good practice, shaping your understanding and knowledge further. Applying a practice based approach to the teaching of this module, and exploring the linkages with human resource management activities, will give you an appreciation of the relevance of employment law to the work of the HR practitioner and equip you with an understanding of this vital aspect of working in your chosen profession.</p> <p>This module is taught through a blended learning approach including live classes and structured online activities which you will access via the VLE.</p>	

7	Indicative Content
<ul style="list-style-type: none"> The employment relationship Legal and institutional background Recruitment and selection: the legal implications (employment status and the employment contract) Recruitment and selection: the legal implications (discrimination in advertising and selection) The workplace: legal issues (health and safety, working time, wages) Conflict at work: collective agreements and collective law Ending the employment relationship: discipline and grievance procedures; unfair dismissal Ending the employment relationship: wrongful dismissal and redundancy. 	

8 Module Learning Outcomes On successful completion of the module, students will be able to:		
	1	Examine the core legal principles that underpin the employment relationship as it applies in the UK (or Eire), including common law.
	2	Identify the requirements of equality legislation in organisations and know how to recruit, manage and terminate employment lawfully.
	3	Recognize the relevant legal obligations for employers in relation to a wide range of statutory rights including pay, working time, national minimum wage, family friendly policies and the contract of employment.
	4	Analyse the content of satisfactory internal employment processes and procedures, in particular discipline and grievance.

9 Module Assessment			
Learning Outcome Number <i>(from table 8)</i>	Coursework	Exam	In-Person
1, 2, 3, 4		100% (2hr/ closed books)	

10 Breakdown Learning and Teaching Activities		
Learning Activities	Hours	Details of Duration, Frequency and other comments
Scheduled Learning (SL) includes lectures, practical classes and workshops as specified in timetable	36	3hr seminar x12
Directed Learning (DL) includes placements, work-based learning, peer group learning external visits, on-line activity, Graduate+, peer learning, as directed on VLE	48	Online learning as directed on the VLE, including 12 x 1 hour of specific structured learning activities, on a week-by-week basis.
Private Study (PS) includes preparation for exams	116	Students will be directed to appropriate background reading to support their learning on a week-by-week basis.
Total Study Hours:	200	

11	Key Texts and Online Learning Resources
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Core

- Daniels, K. (2022) *Introduction to Employment Law: Fundamentals for HR and Business Students*. 6th edn. London: Kogan Page.

Essential (Books/Journals/Specific chapters/Journal Articles)

- Lewis, D & Sargeant, M (2019) *Employment Law: The Essentials*, 15th edn. London: CIPD
- Lockton, D. (2014) *Employment law*. 9th ed. London: Palgrave Macmillan Publishers
- Nairns, J. (2011) *Employment Law for Business Students*. Fourth Edition. London: Pearson Education.
- Pitt, G. (2019) *Employment law*. 10th edn. London: Sweet and Maxwell.
- Taylor, S. and Emir, A. (2019) *Employment law: an introduction*. 5th edn. Oxford: Oxford University Press.

Recommended

- Aytken, E. (2018) *Employee Relations: A Practical Introduction*. London: Kogan Page
- Deakin, S. and Morris, G. (2012) *Labour law*. 6th edn. Oxford: Hart Publishing.
- Dundon, T. and Rollinson, D (2011) *Understanding Employment Relations*. 2nd edn. London: McGraw-Hill Education
- Emir, A. (2020) *Selwyn's Law of Employment*. 21st edn. Oxford: Oxford University Press.
- Painter R.W & Holmes Ann, E M. (2015) *Cases & Materials on Employment Law*. 10th edn, Oxford University Press.
- Willey, B (2012) *Employment law in Context, An introduction for HR Professionals*. 4th edn. London: Pearson Publishers
- ACAS (<https://www.acas.org.uk/>)

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Module Summary Information

1	Module Title	Recruitment and Selection Strategies
2	Module Credits	20
3	Module Level	5
4	Module Code	HRM5XXX
5	Semester Taught	1

6	Module Overview
<p>Getting the right person in the right role at the right time is a key priority for organisations as they look to recruit and select new staff.</p> <p>Recruiting and selecting employees are usually seen together in practice and academia, however they are really separate HRM activities. You will learn the meaning of the two constructs and explore the two processes underlying them and how they inter-relate.</p> <p>Recruitment and selection have probably the most pivotal role in the life of HR professionals. In order to succeed in carrying out this task, HR has to keep a good overview of the strategy and operations of the organisation and ensure that this is appropriate, justified, effectively designed, consistent, and attractive enough to catch the eye of the most suitable candidates. At the same time the selection strategy must be suitable to effectively identify the right match with the job and organisation and it must avoid both apparent bias and actual discrimination.</p> <p>You will have theoretical and practical opportunities to understand the current use of psychometrics and advanced technology in finding the right candidates (e.g. through social media and Artificial Intelligence (AI)) and explore questions surrounding the ethical issues involved in the increasing practice of introducing AI in the selection of employees. By the end of the module, you will be competent to provide evidence for the effectiveness and efficiency of recruitment and selection initiatives that you would take as a HR professional.</p> <p>This module is taught through a blended learning approach including live classes and structured online activities which you will access via the VLE.</p>	

7	Indicative Content
<ul style="list-style-type: none"> • Distinguishing the meaning of recruitment and selection • Key points of resourcing employees • Recruitment & Selection as a reflection of company's strategy • Attracting candidates – Employer Brand • Selecting the right pool of candidates – Active and Passive Candidates • The use of social media in recruitment • Selecting the right candidate for the right job • Assessment tools - The Job-Match process and beyond • Traditional & non-traditional selection practices • Advance Technology and Artificial Intelligence in identifying the right candidate • Ethical considerations – Avoiding bias • Hiring Analytics 	

8	Module Learning Outcomes
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On successful completion of the module, students will be able to:		
1	Analyse the work analysis and employee profiling preceding employee selection	
2	Interpret and question strategic decisions of organisations to use particular tools and methods to recruit and select the right employees	
3	Compare and contrast traditional and non-traditional applications of employee selection	
4	Evaluate, with supporting evidence, effective recruitment and selection strategies in organisations.	

9	Module Assessment		
Learning Outcome Number (from table 8)	Coursework	Exam	In-Person
1, 2, 3, 4	Individual Report 100% (3000 words)		

10	Breakdown Learning and Teaching Activities		
Learning Activities	Hours	Details of Duration, Frequency and other comments	
Scheduled Learning (SL) includes lectures, practical classes and workshops as specified in timetable	36	3hr seminar x12	
Directed Learning (DL) includes placements, work-based learning, peer group learning external visits, on-line activity, Graduate+, peer learning, as directed on VLE	48	Online structured learning activities and peer group learning as directed on the VLE on a week-by-week basis.	
Private Study (PS) includes preparation for exams	116	Students will be directed to appropriate background reading to support their learning on a week-by-week basis.	
Total Study Hours:	200		

11	Key Texts and Online Learning Resources
Core	

- Nikolaou, I. and Oostrom, J.K. (2015) *Employee Recruitment, Selection, and Assessment : Contemporary Issues for Theory and Practice*. East Sussex: Psychology Press. (<https://search-ebshost-com.ezproxy.bcu.ac.uk/login.aspx?direct=true&db=nlebk&AN=981095>)
- Landers, R.N. and Schmidt, G.B. (eds) (2016) *Social Media in Employee Selection and Recruitment: Theory, Practice, and Current Challenges*. Springer International Publishing. (<https://ebookcentral.proquest.com/lib/bcu/reader.action?docID=4519047&ppg=376>)

Essential (Books/Journals/Specific chapters/Journal Articles)

- Jasper, H., Dana, M., Muratbekova-Touron Maral and Larissa, R. (2020) Coping with Favoritism in Recruitment and Selection: A Communal Perspective. *Journal of Business Ethics*. 165 (4), pp. 659-679.
- Nikolaou, I. (2021) What is the Role of Technology in Recruitment and Selection? *The Spanish Journal of Psychology*. 24 (E2), pp. 1138-7416.

Recommended

- Taylor, S. (2018) *Resourcing and talent management*. 7th edn. London: CIPD and Kogan Page.
- Armstrong, M. and Taylor, S. (2014) *Armstrong's Handbook of Human Resource Management Practice*. 13th edn. London: Kogan Page
(<https://ebookcentral.proquest.com/lib/bcu/detail.action?docID=1658904>)

Websites

- <https://www.cipd.co.uk/knowledge/fundamentals/people/recruitment/factsheet>
- <https://www.acas.org.uk/hiring-someone>

Module Specification

Module Summary Information

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1	Module Title	Employee Relations and Reward
2	Module Credits	20
3	Module Level	6
4	Module Code	HRM6008

5	Module Overview
<p>This module covers two major and linked areas of global human resource management policy and practice, namely; employee relations and employee reward. The aim of this module is to develop your knowledge, understanding and professional competence in the field of employee relations and reward management; understanding of the relationship between management and employees whether unionised or not– which is central to an effective workplace.</p> <p>The module aims to highlight the importance of the legal framework in managing both employment relations and reward, to examine the strategic choices which employers confront and to examine recent moves from collective to more individualistic relationships. This is a highly interactive module, which employs the use of trade union negotiations through a role-play exercise. The negotiations are led by real life trade union negotiator's and is aimed at building a greater awareness and understanding of the practical elements of employee relations and reward. The opportunity to build further skills when dealing with issues of conflict are also explored through role-play exercises on both disciplinary and grievance. Both of these exercises incorporate the key learning outcomes and provide a valuable learning experience in a challenging area for employers.</p>	

6	Indicative Content
<ul style="list-style-type: none"> • Sources of employment relations legislation; changes in the labour market, the economy, organisational priorities, and historical background. • Analytical frames of reference, economic theories of the labour market, motivation theory and the psychological contract, and strategic choice. • Discipline handling, the criteria for the evaluation of procedures, disciplinary interviewing skills; grievance handling; redundancy handling; negotiating and bargaining. • Different forms of employee voice, role and functions of trade unions, national and international employee representative bodies. • Disciplinary role plays incorporating formative feedback and peer feedback. • Managing with union and the scope and structures of collective bargaining; managing without trade unions and unilateral decision making by employers. • Management aims, different approaches and mechanisms including downward communication techniques, upward communication techniques; the conditions for effectiveness. • The roles of the Advisory, Conciliation and Arbitration Services (ACAS), Central Arbitration Committee (CAC). • The reward system and its components – corporate, national and international context. • Legal limits to the design of pay systems; impact of external environment. • The formulation and design of reward strategies and policies. • The contingency approach to pay systems vs best practices. • Range of pay systems. 	

7	Module Learning Outcomes On successful completion of the module, you will be able to:		
	1	Critically consider the theoretical framework for employee relations, which might impact on organisational policies and practices, particularly in conflict resolution at work, using different types of dispute resolution.	
	2	Critically evaluate the role of the parties that affect the management and the contemporary developments in employee involvement and participation.	
	3	Evaluate the role reward strategies and policies can play in achieving organisation outcomes.	
	4	Examine the role of managers and line managers in promoting a performance culture, in reward decision making and driving sustained organisation performance.	

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

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

Module Specification

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Module Summary Information

1	Module Title	Insights into Management
2	Module Credits	20
3	Module Level	Level 4
4	Module Code	MAN4036
5	Semester Taught	1

6	Module Overview
<p>This module will introduce you to the field of business management with a focus on the processes and actions within an organisational context. Concepts like management theory, organisational behaviour and the HR role of a manager will be explored.</p> <p>What do managers do? This module will challenge the traditional models of management and explore the applications in today's business environment. Today's successful organisations are those where management is less about task and control and more about enabling staff to contribute. The optimum managers guide, coach and empower colleagues, and constructively challenge ideas to encourage, secure and maintain high performance.</p> <p>This module introduces you to the role and process of the manager, putting in context its history and characteristics. You will explore the latest thinking from leading research about the implications where managers stifle creativity, kill new ideas, and the issues created by outdated approaches to management. Today's international managers need to be able to research, analyse, think critically, build networks and present coherent information. They are independent learners, and exercise personal responsibility but also work with and encourage others. They negotiate and collaborate and build teams around them, inspiring others by being effective role models. You will explore and practise the skills, attributes and attitudes of effective management needs.</p> <p>The management competencies you develop through this module mirror those to be an effective student. The learning you encounter in this module is a robust foundation for your development as a future manager and a lifelong learner.</p>	

7	Indicative Content
<ul style="list-style-type: none"> • Organisational structure • Organisation as a System and Environment • The role of a manager • Organisations and Management Process • Management styles and processes • Managing people in organisations • Communication • Team working 	

8	Module Learning Outcomes	
	On successful completion of the module, students will be able to:	
	1	Understand the role of managers in managing individual behaviour in the workplace.
	2	Explain employee interactions in the work environment.
	3	Understand management principles and practices that support organisational success.
	4	Communicate effectively utilising an appropriate range of media across a variety of contexts.

9	Module Assessment		
Learning Outcome			
	Coursework	Exam	In-Person
1 - 4	Group coursework - 100%		

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

11	Key Texts and Online Learning Resources
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Essential

- Mullins, L.J. (2019), Organisational Behaviour in the workplace – 12th edition, Harlow: Pearson
- Boddy, D. (2017), Management – an introduction – 7th edition, Harlow: Pearson
- Naylor, J. (2004), Management – 2nd edition, Harlow: FT Prentice Hall
- Armstrong, M. (2012), Armstrong's handbook of management and leadership: developing effective people skills and better leadership and management – 3rd edition, London: Kogan Page

Recommended

- CMI. Chartered Management Institute. Available at: www.managers.org.uk
- CIPD. Chartered Institute of Personnel and Development. Available at: www.cipd.co.uk
- Management Today. Available at: www.managementtoday.co.uk

Background

- Students should ensure they regularly read management journals

Module Specification

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Module Summary Information

1	Module Title	Managing Teams
2	Module Credits	20
3	Module Level	4
4	Module Code	MAN4040
5	Semester Taught	1

6	Module Overview
<p>Teamwork is a critical component of successful Management. Given the spontaneous nature within industry, for example events (pre, during and post), personnel have to work harmoniously and purposefully together to design, expedite and improve the spectacle, experience and multi-cultural team performance (Edger and Oddy, 2018).</p> <p>This involves exploring the market and customer needs, engineering the planning of resources, engaging staff and customers, executing the experience, evaluating the impact and delivering and evolving future experiences.</p> <p>Symbiotic multi-cultural teams drawn together with a common purpose working harmoniously with a 'one team' philosophy enable ordinary people (staffers, volunteers, casual workers) to come together in either national, non-profit or professional contexts to deliver extraordinary occasions!</p> <p>Toxic teams comprised of unfocussed, demotivated and self-interested individuals will deliver suboptimal performances and experiences that will perish quickly as a customer proposition. In this module you will explore theories, concepts and practice-based insights relating to high performing teams. Beginning with a behavioural overview of team dynamics you will learn about the culture, structures and roles required in different relevant contexts and scenarios. You will be introduced to the importance of labour/shift/team rostering and scheduling and the basics of contemporary HRM techniques relating to the successful recruitment, selection, induction, motivation and development of high performing teams. Towards the end of the module you will be introduced to the concepts of managerial styles within differing 'team contexts' and the theory of team lifecycles (form, storm, norm, perform, adjourn). The module is delivered through a combination of lectures, seminars, tutorials and workshops in which you will be expected to contribute. Relevant contextual case studies from around the world and presentations will also be used in each session and where possible, guest lectures from practicing industry relevant Managers.</p>	

7	Indicative Content
<ul style="list-style-type: none"> • Team Purpose, Structure and Culture in Managing Teams • Team Roles, Responsibilities and KPI's in Managing Teams • Team Planning, Rostering and Scheduling Processes • Motivating Teams in specific Industry Contexts • Evaluating Team Performance • Employment and Legal Obligations in relevant Industry Contexts 	

8	Module Learning Outcomes		
	On successful completion of the module, students will be able to:		
	1	Identify team purpose and roles within industry context	
	2	Analyse the main elements of organisational and team structures/processes	
	3	Recognise team-related employee motivators and behaviours within management of relative contexts	

9	Module Assessment		
Learning Outcome Number <i>(from table 8)</i>	Coursework	Exam	In-Person
1 & 3		Success+ Exam (50%)	
1 & 2			Group Presentation (50%)

10	Breakdown Learning and Teaching Activities		
Learning Activities		Hours	Details of Duration, Frequency and other comments
Scheduled Learning (SL) includes lectures, practical classes and workshops as specified in timetable		36	3 hours (1 hour lecture + 2 hour seminar) x 12
Directed Learning (DL) includes placements, work-based learning, peer group learning external visits, on-line activity, Graduate+, peer learning, as directed on VLE		60	Includes 12 hours of online learning
Private Study (PS) includes preparation for exams		104	
Total Study Hours:		200	

11	Key Texts and Online Learning Resources
	<ul style="list-style-type: none">• Bladen, C., Kennell, J., Abson, E., & Wilde, N. (2018). Events management: An introduction. 2nd edition. Routledge.• Van Der Wagen, L., and White, L. (2015). Human Resource Management for the Event Industry. Routledge

- Edger, C. and Oddy. R. (2018). Event, Venue and Experience Management: Models and Case Studies for Growth. Oxford: Libri Publishing.
- Scholz, T. (2019). Esports is Business: Management in the World of Competitive Gaming. Cham: Palgrave
- Scott, D. (2014). Contemporary Leadership in Sport Organizations. Leeds: Human Kinetics.

Module Specification

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Module Summary Information

1	Module Title	Introduction to Sport Business Management
2	Module Credits	20
3	Module Level	4
4	Module Code	MAN4XXX
5	Semester Taught	1

6	Module Overview
<p>This module is designed to introduce you to the concept of management in the sports business industry.</p> <p>The module encourages you to think about what skills, attributes and tasks managers perform in different situations with the purpose of recognising what makes effective sport business managers. This module aligns with the course philosophy by providing an insight into the respective industry, integrating sessions from industry experts to facilitate this. The module balances theory and concepts, supporting you to reflect and apply this content into real life scenarios. In particular you will be introduced to the major business functions and how they operate in a variety of sport business contexts.</p> <p>This module allows you to either look at the global sport industry from a broad or narrow perspective given your individual preferences.</p>	

7	Indicative Content
<ul style="list-style-type: none"> • Overview and perspectives of the global sports industry • The global sport management environment • Three major sectors (Commercial, Voluntary, Public) • Introduction to Sport Business Strategy • Human resource management in the global sports industry 	

8	Module Learning Outcomes
On successful completion of the module, students will be able to:	
1	Identify the key elements of sport business management
2	Discuss the inter-related nature of management tasks and objectives, in a variety of contexts, within sport business management.
3	Analyse different scenarios in the sports industry to identify issues and discuss actions that managers should take in different situations.

9	Module Assessment		
Learning Outcome Number <i>(from table 8)</i>	Coursework	Exam	In-Person
1			X (Presentation 50%)
2 & 3	X (Report 50%)		

10 Breakdown Learning and Teaching Activities		
Learning Activities	Hours	Details of Duration, Frequency and other comments
Scheduled Learning (SL) includes lectures, practical classes and workshops as specified in timetable	36	<i>3hr Workshop, Weekly, 12 weeks</i>
Directed Learning (DL) includes placements, work-based learning, peer group learning external visits, on-line activity, Graduate+, peer learning, as directed on VLE	60	<i>Online activities as directed on Moodle</i>
Private Study (PS) includes preparation for exams	104	<i>Reading material and preparation for assessments</i>
Total Study Hours:	200	

11 Key Texts and Online Learning Resources	
<ul style="list-style-type: none"> • Hoye, R., Smith, A., Nicholson, M. and Stewart. (2018) Sport Management – Principles and Applications. 5th Edition. London: Routledge. • Bradbury, T., O'Boyle, I. (2017) Understanding Sport Management: International Perspectives. Oxford: Routledge. • Wilson R. and Piekarz M. (2016). Sport Management: the basics. Oxford: Routledge. • ESMQ Journal – European Sport Management Quarterly 	

Module Specification

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Module Summary Information

1	Module Title	Management Development
2	Module Credits	20
3	Module Level	5
4	Module Code	MAN5060

5	Module Overview
<p>In this module, you are given opportunities to develop a deeper understanding of the development of soft skills, necessary for a manager, to prepare you for the for placement activities and for modern working life. During the module, you are given the opportunity to record your competencies using online recruitment platforms.</p> <p>This module's approach encourages you to further develop independent learning, and to reflect more deeply upon the skills you have gathered throughout the duration of your university life and working career to date. The module will prepare you for the final year modules, which will continue building on your managerial skills.</p> <p>To support this we will introduce guest speakers who will cover a range of pertinent issues from employability, to reflective writing skills, to the value of reflective practice in modern industry.</p>	

6	Indicative Content
<p>Indicative content on this module may include:</p> <ul style="list-style-type: none"> • Reflective Models, Kolb, Gibbs Borton • Self-Analysis Johari Window, Personal SWOT • Employability, Competencies, Assessment Centre's • Communication • Problem Solving • Negotiation 	

7	Module Learning Outcomes
On successful completion of the module, students will be able to:	
1	Identify the competencies relevant to their future career.
2	Reflect on performance within their professional practice and/or co-curricular activities using relevant academic theory and models.
3	Present evidence to demonstrate how work experience and/or co-curricular activity has enhanced their personal/professional competence and employability.
4	Communicate evidence of personal competencies effectively utilising an appropriate range of media across a variety of contexts.

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

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

Module Specification

Module Summary Information

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1	Module Title	Data Analytics for Business Optimisation
2	Module Credits	20
3	Module Level	5
4	Module Code	MAN5077

5	Module Overview
<p>Data-driven decision-making in organisations is reliant on good analytical techniques and reporting. Many organisation are heavily data-driven, treating their data as a corporate asset and finding ways of turning the information gained into competitive advantage. This module introduces you to data analytics and its reporting from a practical standpoint, gaining insights into customer behaviours and reactions, allowing you to make decisions to manage the business. This is achieved through the practical analysis of data and construction of the necessary information in graphical format which can be incorporated into a business report. Data will be sourced from, for example, financial performance of hotels, marketing performance data and Human Resource data of staff performance. The module will also address the practical acquisition of data from external sources.</p> <p>Method of Teaching and Learning</p> <p>Each week there is a one-hour lecture outlining the concepts to be studied and a two-hour workshop using Excel to analyse real-world data and produce graphical and illustrative content to report on that analysis. Information may be presented to you as case studies or as large data sets enabling you to report on the information gathered. Some datasets may need to be acquired from online sources</p>	

6	Indicative Content
<p>This section covers indicative subject matter only which includes:</p> <ol style="list-style-type: none"> 1. Assessing business processers and divisional profitability using the example of vending machines 2. Constructing a budget 3. Making a spreadsheet model for an event 4. Charting information from data 5. Getting opinions from surveys, questionnaires and interviews 6. Generating information from online sources – Big Data 7. Business Reports incorporating analytical data 8. Human Resource Analytics 	

9. Analysing hotel group performance using standard industry metrics
10. Charting performance
11. Marketing Analytics
12. Customer Behaviour Analytics

7	Module Learning Outcomes On successful completion of the module, students will be able to:		
	1	Examine the concept and practice of business analytics.	
	2	Manipulate and evaluate data in order to report on it using common software tools.	
	3	Discuss the importance of the lifecycle and temporal currency of data analytics and behavioural analytics patterns.	
	4	Discuss and demonstrate the impact of data analytics on organisational profitability and business optimisation.	

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

9	Breakdown Learning and Teaching Activities	
Learning Activities		Hours
Scheduled Learning (SL) includes lectures, practical classes and workshops, , as specified in timetable		36 (One hour lecture, possibly online, and two hours workshop in a computer lab.)
Directed Learning (DL) includes placements, work-based learning, peer group learning external visits, on-line activity, Graduate+, peer learning, as directed on VLE		120 (Continuing workshop activity. The nature of the module is such that this learning activity is for learning the techniques of analysis and for performing the analysis necessary for completing the assessment).
Private Study (PS) includes preparation for exams		44
Total Study Hours:		200

Module Specification

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Module Summary Information

1	Module Title	One Planet Issues
2	Module Credits	20
	Module Level	5
4	Module Code	MAN5082

5	Module Overview
<p>An important question for business management students is: How can we most effectively manage for both today and for tomorrow? This module will introduce you to various current contemporary management issues for example:</p> <ul style="list-style-type: none"> • ethics, • climate change, • social responsibility and • sustainability <p>With global society increasingly demanding solutions to the problems of globalization and climate change, the module offers a cutting-edge experiential learning journey in the areas of technology, management and transformational leadership.</p> <p>The module aims to provide you with an understanding of the role that management has to play in meeting the needs of a sustainable agenda. It identifies the nature and magnitude of the current challenges and those that lie ahead, whilst considering how management and technology can provide solutions.</p> <p>You will be expected to apply your existing management knowledge and business skills to different types of organisations and should be able to propose suitable recommendations to improve business processes. The overall assessment strategy fits with that of the course in ensuring you develop both industry-aligned, transferable skills required for a position in management and the tools for continued academic growth. Additionally the module will invite experts from industry to share their experiences.</p>	

6	Indicative Content
<p>This module may explore a number of emergent challenges in internal and external business environments:</p> <ul style="list-style-type: none"> • Understanding the causes and implications of climate change • Identifying and tackling global inequalities (gender, race, labour & poverty) • Linking culture and consumer behaviour • Illustrating pro-sustainable technology solutions • Analysing Leadership and how it can impact on Organizational Ethics and CSR • Discussing current social and political dynamics in a Global economy • Applying models and academic management theory 	

7	Module Learning Outcomes	
	On successful completion of the module, students will be able to:	
	1	Identify factors within the management environment that are driving the need for pro-sustainable behaviour.
	2	Conduct and analyse research on contemporary global management issues for different localised organisational scenarios.
	3	Interpret and analyse contemporary sustainability issues and sources of change, and to debate and defend a management position.
	4	Reflect on their own understanding and knowledge of contemporary management issues, and how it can support their own personal and professional development.
	5	Reflect on transferable skills that are essential to a career in business, such as leadership, communication skills and report writing.

8	Module Assessment		
Learning Outcome			
	Coursework	Exam	In-Person
1, 2, 4 & 5	X		
3 & 5			X

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

Module Specification

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Module Summary Information

1	Module Title	Big Data, Analytics and Innovation
2	Module Credits	20
3	Module Level	5
4	Module Code	MAN5094
5	Semester Taught	1

6	Module Overview
<p>The aim of this module is to provide you with an in-depth knowledge of current and future trends in big data, analytics and digital innovation in relevant industries, for example sport and esports. Relevant literature and theory is explored throughout the module with a consistent view of the importance of applying theory and planning in practical contexts.</p> <p>The module is delivered through a combination of lectures, seminars, tutorials and workshops in which you will be expected to contribute. Case studies from around the world and presentations will also be used in each session and where possible, the use of guest lectures from relevant industries in technology and digital innovation experts.</p>	

7	Indicative Content
<ul style="list-style-type: none"> • What is analytics and big data • Creativity and innovation • Esports performance • Innovative marketing • The influence of 'digital' • Innovative trends in esports technologies 	

8	Module Learning Outcomes On successful completion of the module, students will be able to:
1	Apply generic analytics, big data, and digital innovation concepts and theories to the unique context of relevant industries.
2	Analyse the dynamic nature of technologies and innovations in relevant industries to support this.
3	Formulate solutions to issues faced when integrating new technologies.

9	Module Assessment		
Learning Outcome Number <i>(from table 8)</i>	Coursework	Exam	In-Person
1-3	X		

10 Breakdown Learning and Teaching Activities		
Learning Activities	Hours	Details of Duration, Frequency and other comments
Scheduled Learning (SL) includes lectures, practical classes and workshops as specified in timetable	36	3 hours (1hr Lecture x 2 hour Seminar/workshop)x 12
Directed Learning (DL) includes placements, work-based learning, peer group learning external visits, on-line activity, Graduate+, peer learning, as directed on VLE	60	Includes 12 hours of online learning
Private Study (PS) includes preparation for exams	104	Relevant industry research and reading to be provided to students
Total Study Hours:	200	

11 Key Texts and Online Learning Resources	
<ul style="list-style-type: none"> Fried, G. and Mumcu, C. (2017). <i>Sport Analytics: A data driven approach to sport business and management</i>. Oxford: Routledge. Miller, T. (2016) <i>Sports Analytics and Data Science: Winning the Game with Methods and Models</i>. New Jersey: Pearson Corea, F. (2016). <i>Big Data Analytics: A Management Perspective</i>. 1st ed. 2016. Cham: Springer International Publishing. 	

Module Specification

Module Summary Information

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1	Module Title	The Executive Manager
2	Module Credits	20
3	Module Level	6
4	Module Code	MAN6041

5	Module Overview
<p>This module provides an opportunity for you to articulate your potential as an aspiring manager and develop a critical appreciation of the complexities of being an executive manager, for example distinguishing between personal intervention and empowerment, and delegation. Using this insight you will create a multimedia presentation to demonstrate the competencies required of executive managers in the workplace, for example strategic decision making, leadership, effective performance management and managing the corporate reputation.</p> <p>The module content encourages you to critically analyse the theoretical underpinning surrounding independent learning approaches. The assessment provides opportunities to evaluate more deeply, and apply the evidence of, management theory and business practice which you have developed during your time at BCU.</p> <p>The Professional Practice route will be delivered differently via block taught sessions with the assessment work-based.</p>	

6	Indicative Content
<ul style="list-style-type: none"> • Research and personal, practical application of Fixed versus Growth Mindset (Dweck, 2017) • Developing management competences research using models of reflection • Identifying and critically evaluating management capability case studies • Gathering and interpreting work-based and co-curricular evidence • Creating Professional Development Plans (PDPs) to develop management competences • Planning, producing and editing a 10 minute video presentation • Producing high impact, one minute message for future employers demonstrating management competences and enhancing student employability 	

7	Module Learning Outcomes
On successful completion of the module, students will be able to:	
	1 Provide a critical evaluation of relevant theoretical approaches to the practice of management within your chosen industry, sector or profession.
	2 Critically evaluate your performance within your professional practice and/or co-curricular activities.
	3 Design and construct evidence within an appropriate media format to demonstrate how your work experience and/or co-curricular activity has enhanced your personal/professional competence and employability.
	4 Direct, produce and publish evidence of personal competencies effectively utilising a range of media across a variety of contexts.

8	Module Assessment		
Learning Outcome			
	Coursework	Exam	In-Person
1-4	X		
1-4	X (Professional Practice)		

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

*Professional Practice delivery shown in brackets ()

Module Specification

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Module Summary Information

1	Module Title	Managing Emotions in the Events Industry
2	Module Credits	20
3	Module Level	6
4	Module Code	MAN6053

5	Module Overview
<p>Unlike Retail which sells tangible goods to consumers which they either order or carry away, the Event Industry sells intangible services and experiences that are highly perishable. That is to say, customers often carry nothing away with them other than (good or bad!) memories and feelings. It is critically important, then, that successful Events – if they are to be warmly remembered, highly advocated and repeated ‘used’ by customers – must make a deep-seated emotional connection with ‘participants’. It is the responsibility of outstanding Event Managers to ‘optimise positive emotions within events’ to create memorability and sustainability. In addition, the digitalisation of society and increased leisure time has caused an explosion of ‘experientially-led’ Events propositions. How should and do great Events stand out from the crowd, offering experiences that charge up emotional connectivity, positivity and excitement amongst users that ensure that they are raving fans and advocates for life (the Glastonbury Festival being a prime example).</p> <p>In this module you will be introduced to the theory of human emotion and its application – within the context of Events – to both employees and customers. Following consideration of the psychology of emotion (the pleasure/valence model and neurological science underpinning feelings and behaviour) you will consider how super-performance within Events is driven through driving emotional connectivity, first with employees and second – interconnected – with customers. With regard to staff concepts such as the Emotional Climate of Organisations, Emotional Buy-In and Emotional Intelligence will be considered in relation to creating outstanding service personification for Events (i.e. where the staff really personify the values and culture of the Event). Consideration then moves onto how organisations – within the context of ‘emotional mobilisation’ – design Evocative Experiences that sear themselves onto the memories and recall of all Event goers. A range of evaluative methods are advanced to help students calibrate and measure the emotional impact of Events, leading to improvements in key sensory cues and ‘moments of truth’ at every stage of the customer journey that continually improve the Events Experience for all participants.</p> <p>The module is delivered through a combination of lectures, seminars, tutorials and workshops in which you will be expected to contribute. Case studies from around the world and presentations will also be used in each session and where possible, guest lectures from practicing Customer Experience, Guest Ambassador and Experiential Design professionals will be used.</p>	

6	Indicative Content
<ul style="list-style-type: none"> • The Importance of Emotions and Events (Staff and Customers). • Psychology of Emotions. • Emotional Intelligence and Events Managers. • Creating Emotional Buy-In and Service Personification amongst Teams within Events. • Designing Evocative and Memorable Event Experiences. • Delivering the Customer Journey and Emotional Moments of Truth. 	

7	Module Learning Outcomes On successful completion of the module, students will be able to:	
	1	Critically evaluate the importance of emotion, atmosphere and experience within the Events Industry.
	2	Critically appraise approaches for optimising positive emotions amongst both employees and customers within the Events Industry.
	3	Formulate solutions and recommendations that facilitate positive emotional connectivity amongst both staff and customers within Events

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

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

Module Summary Information

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1	Module Title	Contemporary Issues in Global Sport
2	Module Credits	20
3	Module Level	6
4	Module Code	MAN6054

5	Module Overview
<p>The nature of today's global sport industry and the rate of change that impacts upon it makes this module important for you to understand the multitude of contemporary issues that impact upon the industry today. The aim of this module is to provide you with an in depth knowledge of contemporary issues specific to the global sport context. In this module you will explore key macro environmental issues such as governance, corruption, esports and PR to enable you to become effective Global Sport Managers. You will use case studies from around the globe to understand how, as a manager, you can predict, embrace and react to the changes of the industry.</p> <p>The module is delivered through a combination of lectures, seminars, tutorials and workshops in which you will be expected to contribute. Case studies from around the world and presentations will also be used in each session and where possible, guest lectures and industry experts will be used.</p>	

6	Indicative Content
<ul style="list-style-type: none"> • Esports • Managing and Leading Change in Global Sport • Doping • Corruption • PR & the Media • The Future of the Global Sports Industry 	

7	Module Learning Outcomes
On successful completion of the module, students will be able to:	
1	Critically analyse sport management concepts and theories using contemporary issues in the global context.
2	Evaluate the dynamic nature of global sport.
3	Synthesise future trends in the global sport industry.

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

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

Module Specification

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Module Summary Information

1	Module Title	Leading and Managing Change
2	Module Credits	20
3	Module Level	Level 6
4	Module Code	MAN6071

5	Module Overview
<p>This module will provide you with a critical understanding of the concepts, frameworks and approaches for the effective management of strategic change and its leadership.</p> <p>Consideration will also be given to the complexity of business operations, the rapid pace of technological innovation, and globalisation of businesses. You will explore drivers and challenges of strategic change in an organisational context as well as approaches for successful implementation of various change interventions.</p> <p>During the module you will analyse the leadership actions and capabilities that are required in the process of transforming organisations in a turbulent environment. You will evaluate the various leadership theories most appropriate for a given situation. You will appreciate strategic change management in contemporary organisations and equip them with the skills and knowledge required of leaders in complex, unpredictable and fast-changing international business environment. In addition the module will invite guest lecturers to share their experiences.</p> <p>You will draw on contemporary research and concepts around ethical and authentic leadership practices in managing change through a mixture of activities, case studies and group discussions.</p>	

6	Indicative Content
<ul style="list-style-type: none"> • Understanding Change • Explore the drivers for change • Strategy and change concepts and role of strategic planning and change • The change process activities, programs and tools managers use • Explore new forms of organisational design and the impact of changing structures • Understand the processes and boundaries on leadership and change • Critique and analyse change management programmes 	

7	Module Learning Outcomes
On successful completion of the module, students will be able to:	
	1 Critically analyse and evaluate the nature of the relationships between an organisations environment and forces for change.
	2 Critically evaluate key issues arising from the management and leadership of change.
	3 Critically appraise management and leadership responses in relation to change forces, and emerging organisational dynamics.
	4 Structure and communicate ideas and arguments effectively in writing and reference source materials consistently and accurately using the BCU Harvard referencing system.

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

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

Module Specification

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Module Summary Information

1	Module Title	Continuous Innovation
2	Module Credits	20
3	Module Level	6
4	Module Code	MAN6072
5	Semester Taught	1

6	Module Overview
<p>The nature of today's global business environment means that contemporary organisations are faced with a range of challenges and opportunities presented by increasing levels of uncertainty, ambiguity and complexity. In order to be successful organisations need to find ways to work with and indeed proactively exploit these conditions.</p> <p>Such environments require individuals, teams and organisations to become more enterprising, resourceful, innovative and creative, and demand more critical or 'beyond the box' thinking. In order to do this, you will be introduced to the Design Thinking approach and the work of John Bessant and the spaces of innovation. You will use this process in order to develop a solution to a contemporary problem. International case studies and the work of IDEO, will be used to supplement the underpinning theoretical frameworks. Additionally the module will invite guest speakers to share their experiences.</p> <p>This module builds on our practice-based approach to learning. You will integrate theory and practice in order to challenge existing approaches and thinking and propose innovative ideas to support flexible and creative initiatives within organisations. It complements other modules within the Final Year through supporting your personal and professional development across a range of transferable skills including problem solving, critical thinking, generating innovative ideas, and building and delivering effective oral presentations.</p>	

7	Indicative Content
<p>The module content will include:</p> <ul style="list-style-type: none"> · Exploiting the 'new realities' for organisations · Design Thinking and the 6 stage process – John Bessant · Problems and reframing – using the 5 why's technique · Generating innovative ideas through ideation · Prototyping and testing – low, medium and high fidelity · Entrepreneurial thinking and intrapreneurial approaches? · Leadership for innovation and agile business · Exploiting organisation diversity to support innovation 	

8	Module Learning Outcomes
On successful completion of the module, students will be able to:	
1	Justify the significance of innovative thinking and idea generation as responses to organisational challenges, threats and opportunities.
2	Critically analyse a contemporary organisational issue and create a solution by using academic models
3	Synthesise research to generate and critically evaluate options in order to formulate a response to a contemporary organisational issue.
4	Apply appropriate resources and techniques to prepare, structure and deliver an oral presentation.

9 Module Assessment			
Learning Outcome Number (from table 8)	Coursework	Exam	In-Person
1 – 4			100% 1 X 10 minute individual presentation AP1

10 Breakdown Learning and Teaching Activities		
Learning Activities	Hours	Details of Duration, Frequency and other comments
Scheduled Learning (SL) includes lectures, practical classes and workshops as specified in timetable	36	<i>Insert the SL activity, duration x frequency and any other comments as appropriate (e.g. 2hr lecture x12, 1hr seminar x12)</i>
Directed Learning (DL) includes placements, work-based learning, peer group learning external visits, on-line activity, Graduate+, peer learning, as directed on VLE	60 (which includes 12 hours of online learning)	<i>Insert the DL activity, duration x frequency and any other comments as appropriate</i>
Private Study (PS) includes preparation for exams	104	<i>Insert the PS activity, duration x frequency and any other comments as appropriate</i>
Total Study Hours:	200	

11 Key Texts and Online Learning Resources
Essential (Books/Journals/Specific chapters/Journal Articles) Beere, A. (2009) Leadership and Change Management. London: Sage. Cunliffe, A. (2014) A Very Short, Fairly Interesting and Reasonably Cheap Book About Management. London: Sage. Gabriel, Y. (2008) Organizing Words: A Critical Thesaurus for Social and Organization Studies. Oxford: Oxford University Press. (e-book). Grey, C., (2016) A Very Short, Fairly Interesting and Reasonably Cheap Book About Studying Organizations. London: Sage.

Knights, D., Willmott, H., (2011) Organizational Analysis: Essential Readings. Andover: South-Western Cengage Learning.

Proctor, T. (2014) Creative Problem Solving for Managers. Abingdon: Routledge. (e-book).

Recommended

Given the opportunities to individually shape a focus from a range of possible subject areas the broad-based sources offered above should be supplemented with the use of appropriate sources particularly relevant to the chosen assignment focus.

Boonstra, J. (2004) Dynamics of Organizational Change and Learning. Chichester: Wiley. (e-book)

Burns, P. (2013) Corporate Entrepreneurship: Entrepreneurship and Innovation in Large Organisations. Basingstoke: Palgrave Macmillan.

Fineman, S., Gabriel, Y. and Sims, D. (2010) Organizing and Organizations. London: Sage.

Jackson, B., Parry, K. (2008) A Very Short, Fairly Interesting and Reasonably Cheap Book About Studying Leadership. London: Sage.

McMillan, E. (2008) Complexity, Management and the Dynamics of Change. London: Routledge. (e-book)

Stacey, R. (2012) Tools and Techniques of Leadership and Management: Meeting the Challenge of Complexity. Abingdon: Routledge. (e-book)

Background

Chartered Management Institute web site - <http://www.managers.org.uk/>

Bessant, J. R; Tidd, J. (2011) Innovation and Entrepreneurship. Chichester: Wiley.

Fineman, S. (2009) Emotional Organisation; the Passions and the Power. Oxford: Blackwell. (e-book).

Rickards, T. Runco, M. and Moger, S. (2008) Routledge Companion to Creativity. Abingdon: Routledge. (e-book).

Udall, N. (2014) Riding the Creative Rollercoaster. London: Kogan Page. (e-book)

Module Specification

Module Summary Information

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1	Module Title	Principles of Marketing
2	Module Credits	20
3	Module Level	4
4	Module Code	MKT4022

5	Module Overview
<p>Have you ever considered why you bought your smartphone? Or why you ate in that fast food restaurant? Or why you decided to buy that brand of trainers?</p> <p>Every day, billions of people spend their money on products and services without necessarily considering why they decided to buy those particular offerings. Whether you are aware of it or not, each of these products and services have been carefully developed to fulfil the needs of a particular target audience of which you may be a part.</p> <p>So, what is marketing and how is it used? Many people associate the word marketing with advertising or design. However, the marketing concept is far wider-reaching in its scope and is a core function within many successful household names, such as Apple, Disney, McDonalds and many, many more.</p> <p>Whether you have studied marketing before or not we hope that this module will challenge, inform and inspire you. For those undertaking a marketing degree, this module will provide a solid foundation for your course; for those studying other disciplines, the concepts presented here are valuable tools for a future career in all walks of business.</p>	

6	Indicative Content
<p>The module will explore:</p> <ul style="list-style-type: none"> • The marketing concept <ul style="list-style-type: none"> ○ Highlights the vital role that marketing plays within the organisation and the processes that customers go through when buying a product or service. • The customer <ul style="list-style-type: none"> ○ Describes the customer buying process and the types of factors that influence purchasing decisions • The marketing environment <ul style="list-style-type: none"> ○ Establishes the key methods through which the marketing (business) environment can be assessed • The marketing toolbox <ul style="list-style-type: none"> ○ Examines the tactical marketing tools that can be utilised in order for an organisation to deliver its chosen marketing strategy • The social impacts of marketing <ul style="list-style-type: none"> ○ Examines how marketing can have a negative impact on society and create ethical dilemmas, but also its role in driving positive societal change and supporting sustainable development <p>Where appropriate to the individual topics covered during the module, implications for sustainability will be identified that relate to the UN Sustainable Development Goals.</p> <p>Guest lecturers from industry will be incorporated into the module - either through live or pre-recorded sessions - where appropriate to the topics covered.</p>	

7		Module Learning Outcomes On successful completion of the module, students will be able to:
	1	Audit the marketing environment in which an organisation operates, demonstrating knowledge of a range of marketing tools and techniques
	2	Describe an existing or potential target market segment for an organisation that operates within a specific industry
	3	Illustrate the extent to which the marketing mix of an organisation links to its competitive position within a target market segment
	4	Demonstrate transferable skills that are essential to a career in business, such as creativity, commercial awareness and communication skills

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

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

Module Specification

Module Summary Information

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1	Module Title	Developing Your Personal Brand
2	Module Credits	20
3	Module Level	4
4	Module Code	MKT4024

5	Module Overview
<p>Whilst your degree is a highly valued indicator of achievement and ability for employers, a successful career is also dependent on the development of the right attitudes and behaviours.</p> <p>This is reflected in the findings from a recent survey undertaken by the Confederation of British Industry (CBI), which identifies that, in addition to qualifications, 60% of employers also look for broader skills when recruiting individuals straight from education.</p> <p>This module aims to kick start your personal journey of continuous professional development, helping you to develop the types of competencies that organisations are looking for in their employees. It also provides opportunities for you to gain experience of the job application and recruitment process in order to optimise your chance of success when looking to secure a future job role.</p> <p>The module is also aligned to the university's Graduate+ initiative - a three-year award course that looks to develop your experience and build your skillset in order to enhance your employment options when you leave University.</p>	

6	Indicative Content
<p>The module will explore:</p> <ul style="list-style-type: none"> • Graduate+ <ul style="list-style-type: none"> ○ Students will begin participation in the university's three-year award course with the achievement of the Bronze Graduate+ award • Core workplace IT skills <ul style="list-style-type: none"> ○ Students will have an opportunity to develop a deeper understanding of core workplace IT applications, such as Microsoft Excel • Diagnostic tests <ul style="list-style-type: none"> ○ Students will undergo a series of diagnostics tests – such as psychometric testing – to help establish a skills benchmark upon which a personal development plan can be established • Job application and recruitment processes <ul style="list-style-type: none"> ○ Students will take part in a mock recruitment process, from initial application through to assessment centre • Personal development planning <ul style="list-style-type: none"> ○ Students will create a three-year personal development plan based on their learnings during the module, which can then be used during personal tutor meetings as an ongoing development tool <p>Where appropriate to the individual topics covered during the module, implications for sustainability will be identified that relate to the UN Sustainable Development Goals.</p> <p>Guest lecturers from industry will be incorporated into the module - either through live or pre-recorded sessions - where appropriate to the topics covered.</p>	

7	Module Learning Outcomes On successful completion of the module, students will be able to:	
	1	Recognise and apply transferrable skills that are essential to a career in business.
	2	Use key software applications that are commonly used in the workplace.
	3	Demonstrate behaviours and attributes to improve their graduate employability
	4	Create a personal development plan to enhance their academic and professional performance

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

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

Module Specification

Module Summary Information

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1	Module Title	Brand Dynamics and Activation
2	Module Credits	20
3	Module Level	5
4	Module Code	MKT5042

5	Module Overview
<p>We live in a world where we are surrounded by brands – from the everyday objects used daily to the more prestigious and opulent products and services on offer. In today's highly competitive and fast changing business environment, building and sustaining brands is essential for attaining a sustainable competitive advantage and ensuring long term profitability for organisations. It is therefore imperative that as a student on a marketing course, you should be able to appreciate and apply the concepts of branding as they relate to contemporary products and services.</p> <p>In line with the course philosophy, this module will prepare you to apply brand knowledge in the real-world such as measuring brand equity, understanding brand innovation and digital media, online brand engagement, influencer marketing, social listening, digital-native brands and the development of new brands or the extension of an existing brand. In order to undertake such activities, you will need to differentiate and utilise major principles of brand management and apply these to the chosen brands and scenarios to solve brand related marketing problems in accordance with the level 5 learning outcomes. This module provides you with the detailed theoretical underpinning necessary to gain the thorough understanding of the tactics involved in brand management. You will also recognise the challenges businesses face in developing and building brands and brand equity.</p> <p>Key theoretical concepts will be covered in the lectures and these will be supported with application of theory in seminars. The seminars will encompass a variety of teaching and learning activities, including contemporary case studies, designed to engage you in an experiential learning approach. Moodle will be used extensively to support the learning experience and you will be expected to actively engage with Moodle support materials.</p> <p>In terms of employability and transferable skills this module will support and develop your:</p> <ul style="list-style-type: none"> • Commercial awareness • Problem solving and analytical skills • Creative thinking and time management • Communication skills • Team working 	

6	Indicative Content
	<p>This module will provide you with opportunities to learn</p> <ul style="list-style-type: none"> • Brand value and brand equity models • The role of brand elements in building brand equity • Leveraging secondary associations to build brand equity • Typologies of brand architecture and brand strategies • Brand positioning and brand perceptions • Brand culture • Designing and implementing branding strategies • Brand Innovation and brand extension strategies • Brand portfolio management • Brand protection • Brand experience: brand touchpoint mapping • Brand delivery • Managing brands in the digital age • Brand metrics

7	Module Learning Outcomes
	On successful completion of the module, students will be able to:
	1 Understand and analyse all the component parts of a successful and sustainable brand.
	2 Create appropriate brand strategies through the application of relevant models and theories
	3 Evaluate the transferable skills associated with successful brand management

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

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

Module Specification

Module Summary Information

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1	Module Title	Visual Communications for Marketers
2	Module Credits	20
3	Module Level	L5
4	Module Code	MKT5043

5	Module Overview
<p>Visual Communications are probably the dominant aspect of most marketing communications campaigns.</p> <p>Marketing professionals are increasingly expected to be multi-skilled individuals, capable of thinking and operating at a tactical and operations level as well as strategically. Even where high-level technical skills are not expected, it is expected that marketers have a high degree of visual literacy and can use a practical knowledge as well as a theoretical understanding of visual communications to brief, evaluate and assess the work of contributing specialists, such as designers, art directors, photographers, illustrators, copywriters, video makers etc. A firm grasp of visual communications is also necessary to understand and predict the effects of communications on customers as well as to defending, criticising and justifying creative decisions to colleagues, managers, partners and clients.</p> <p>This level 5, second semester module will give you the opportunity to develop some real practical skills in the field of visual communications – within a marketing context. It builds on the analytical and creative skills developed in year one – in particular ‘Creative Concepts and Design’ and ‘Introduction to Integrated Marketing Communications’.</p> <p>You will create a portfolio of individual work which will provide direct evidence of the transferable skills of practical visual communications production, creative problem solving and your ability to explain, evaluate and justify your work. This module will also provide an operational complement to the Level 5 Marketing Communications Planning module.</p>	

6	Indicative Content
<ul style="list-style-type: none"> • Art direction • Logo design • Illustration • Photography • Movie making • 3D design, • Typography • Copywriting • Adobe creative suite 	

7	Module Learning Outcomes
On successful completion of the module, students will be able to:	
1	Critically appreciate a range of visual communications techniques, in order to understand the challenges and opportunities in the design and execution of visual communications artefacts.

	2	Analyse and critique visual communication solutions within a marketing context.
	3	Illustrate practical visual literacy skills across a range of visual communication formats such as but not limited to graphic design, photography, illustration, typography, moving image and three-dimensional design.

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

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

Module Specification

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Module Summary Information

1	Module Title	Digital Communications and Influencer Marketing
2	Module Credits	20
3	Module Level	5
4	Module Code	MKT5047

5	Module Overview
<p>Digital communications are a key component of any marketing strategy with influencer marketing having emerged as a cornerstone of brand engagement. The vehicle enabling influencers to drive sales is the emergence of the social media platform. The skill of those influencers in promoting the brands has led the influencer to become a major driver of brand revenue and profits.</p> <p>The influencers' skill at harnessing the varied social media platforms is now well recognised by brands and this module will analyse and appraise this ability; you will develop an ability to analyse your understanding of the latest social media platforms and examine the reasons why successful influencers have developed the skills and techniques which has resulted in successful influencers annually commanding seven figure fees.</p> <p>The digital communications space has emerged as an information gateway for brands and individuals. This module will analyse why certain platforms are best suited for different scenarios. Students will be given an option of devising a framework for a future platform.</p> <p>This module will enable you to distinguish and examine the tools and techniques used in building an influencer following and device methods the ability to manage those established influencers. Within this module you will question and test how influencers evolved into an essential element of a marketing communications plan; you will compare, contrast and test the role an influencer plays specifically within the digital communications ecosystem and how this works within a broader marketing communications strategy.</p> <p>Professional practice requires brands to create a narrative that is consistently delivered across a variety of tools and media. Digital communications and influencer marketing have developed into cutting edge tools to communicate with a youth demographic who are technologically adapt and highly engaged in social media. You will be required to show an understanding of how to organise and plan an influencer campaign and demonstrate an understanding of the decision-making drivers of this technologically engaged audience.</p> <p>The skills needed to do this will be developed throughout this module through the use of live case studies, in particular examining why certain campaigns succeed through the examination of actual results achieved. Engagement with successful influencers will be the bedrock of the module.</p> <p>This supports the course aims of pursuing excellence through the integration of practice and academic theory, allowing you to understand and acquire the skills needed to deliver innovative marketing strategies within digital communications and influencer marketing. It will be delivered via four topic blocks as follows:</p> <ul style="list-style-type: none"> • Influencer creation framework and influencer management • Audience profiling • Digital communication strategies • Implementation and influencer campaign management and evaluation <p>In terms of employability and transferable skills this module will support and develop your:</p>	

- Creative thinking
- Commercial acumen
- Communication skills

6	Indicative Content
<p>The module will include:</p> <ul style="list-style-type: none"> • Evolution of the influencer – what makes an individual or organisation influential • The development of the social media ecosystem enabling influencers • Message appeal – the development of compelling content • Creativity and idea generation • Planning digital communications marketing campaign • Managing the influencer • Audience profiling for the digital audience • Media planning and purchase • Digital communications and influencers within the marketing communication mix 	

7	Module Learning Outcomes
On successful completion of the module, students will be able to:	
1	Assess and examine the most feasible digital communications for a given business scenario.
2	Produce a fully justified and viable digital communications plan for an influencer in response to a given marketing scenario.
3	Identify the challenges of a specific influencer and examine the continued viability of their strategy.

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

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

Module Specification

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Module Summary Information

1	Module Title	Commercial Management
2	Module Credits	20
3	Module Level	5
4	Module Code	MKT5049

5	Module Overview
<p>Marketing by its very nature is a commercial management role. Marketers analyse data, launch new products, devise communication campaigns and manage brands, all to specific deadlines, targets and budgets. This Commercial Management module focuses on key commercial skills needed for a successful marketing career.</p> <p>This module will cover a wide range of commercial skills from project management, e-commerce, and performance management to leadership and management skills.</p> <p>This module aims to equip you with the commercial skills to make an immediate impact in a marketing role and demonstrates how marketing links to other areas of business such as sales and finance,</p> <p>The module will be taught in 3 hour seminar sessions which includes lecturer-led teaching plus work analysing specific commercial case studies. You will be required to take part in class discussion and presentation activities that are central to the practice based learning approach of the marketing course, enhancing future employability. In addition - there will be one hour of online activities and reading to complete.</p> <p>Completion of this module will help develop key employability skills of :</p> <ul style="list-style-type: none"> • Business Acumen • Communication Skills • Leadership and management skills 	

6	Indicative Content
<ul style="list-style-type: none"> • Project Management • Regulatory and Governance • E-Commerce, • Managing the creative process/Agency Management • Sustainability and Packaging, • Performance Management, • Leadership, Coaching and Team Culture • Brand Activation, • Sales and Demand Forecast 	

7	Module Learning Outcomes
On successful completion of the module, students will be able to:	
1	Compare and contrast a range of commercial concepts and theories
2	Apply commercial management techniques to a specific commercial scenario.

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

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

Module Specification

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Module Summary Information

1	Module Title	Marketing Strategy and Leadership
2	Module Credits	20
3	Module Level	6
4	Module Code	MKT6047

5	Module Overview
<p>Marketing is usually involved in providing information used in strategic decision-making and is often in the forefront of executing such decisions. It is very important for marketers to have an understanding of strategy and planning as it enables marketing activities to be directed to the specific needs of that organisation. You must appreciate the complexities of preparing and implementing longer-term, customer-focused plans and the significant role of marketing and management in contributing to the core vision of the organisation and the achievement of its plans.</p> <p>This level 6 module supports the course philosophy of integration of practice and academic theory and will enable you to become a critical and creative marketer who has the understanding and skills needed to deliver innovative marketing strategies and ideas now and in the future. This module will ensure that you appreciate the complexities of preparing, implementing and managing longer-term, customer focused plans, and the significant role marketing has in contributing to the core vision of an organisation. This will be achieved through the use of case studies, giving you the chance to apply their knowledge to real commercial problems, giving time to reflect on these proposals made and the likely results will ensure deeper learning, strengthening your skills in the critical area of marketing strategy.</p> <p>The module will be delivered using lectures, workshops and blended learning. This approach is to ensure that you interact in group activities and apply theory throughout the module. You will be expected to download lecture slides from the virtual learning platform along with links to relevant articles and practice based websites. You must supplement these with your own independent reading and analysis of industry examples to gain a deeper understanding of the topic.</p> <p>It is imperative that you take a deeper learning approach to this topic not only for success in the assessment, but it is a core skill needed in practice. It is anticipated that you will need to use the skills and knowledge acquired in this module in a variety of ways, including a range of business sectors. Therefore, you must be able to retain and use the knowledge and skills you acquire and be able to apply it to many different scenarios. To do this requires you to spend time on a topic or concept through your own independent learning. To help you with this approach, formative feedback will be provided in the form of a weekly audio PowerPoint presentation. This will enable you to reflect on your learning each week and identify areas that you need to focus on. This will strengthen your understanding and help you with your assessment in this module.</p> <p>The module also focuses on key employability skills by applying live briefs, guest lecturers and also you will evidence transferable skills:</p> <ul style="list-style-type: none">• Independence• Critical thinking and problem solving• Self-awareness• Teamwork	

- Communication
- Ability to work under pressure
- Planning and time management
- Leadership

6 Indicative Content

The module explores:

- Strategic thinking and strategic planning: definitions and organisational approaches: the problems managers face in making strategic decisions
- Industry life cycles, firm size and situation, competitive strategies
- Environmental analysis: understanding initial conditions
- Internal analysis: 7S's, 5M's, the Value Chain, resources and capabilities
- Business planning models, their benefits and limitations.
- Organisational, national cultural and ethical influences on strategic decisions
- The relationship between Strategy and Marketing: Marketing planning approaches
- Stakeholders and implementing marketing strategy: politics and internal marketing (the marketing organisation), budgeting
- Marketing implementation
- Customer-focused approaches to marketing strategy
- Analysis of successful and unsuccessful marketing strategy cases
- Management of marketing teams and structures
- Management and implementation of marketing plans
- Transferable employability skills

The module builds on taught theory throughout the course. This is a culmination of concepts which are taught at level 4 and level 5, which have previously been examined for knowledge and application.

This module applies the knowledge and contextualises the concepts within a range of scenarios and cases studies throughout the seminar sessions and the main assessment enables the students to demonstrate skills of application and evaluation within the context of a live case study.

The pedagogical approach focuses on application and evaluation of concepts and theories rather than demonstrating knowledge of new theories. This evolves throughout the module, with the introduction of management theory which is also applied within the case study context.

Although there seems to be a number of concepts within the indicative content, these are not all new theories. The module enables students to build on the foundations and progress to a higher level. This is in-line with the Chartered Institute of Marketing, L6 Professional Diploma in Marketing. As a Graduate Gateway university, we have maximum exemptions and students have the opportunity to complete two modules at the end of the final year to achieve the CIM L6 professional qualification.

7 Module Learning Outcomes

On successful completion of the module, students will be able to:

- | | |
|---|-------------------------------------------------------------------------------------------|
| 1 | Assess and apply strategic models to analyse an organisation's current strategic position |
| 2 | Evaluate strategic alternatives |
| 3 | Create a marketing plan for a given scenario |

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

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

Module Specification

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Module Summary Information

1	Module Title	Creativity Innovation and Entrepreneurship
2	Module Credits	20
3	Module Level	6
4	Module Code	MKT6048

5	Module Overview
<p>As a level 6 module, 'Creativity, Innovation and Entrepreneurship' contributes to the course core philosophy by providing you with the opportunity to enhance your skills and develop your creativity, open your mind to innovation and understand the entrepreneurial opportunities these could afford you. This will enable you to compose and construct a series of relevant materials to effectively communicate your ideas and apply your professional skills to develop an entrepreneurial idea.</p> <p>This module is developed in recognition of the changing landscape of business and the marketing industry. As the workforce moves away from a 'jobs for life' model and increasingly graduates, particularly creative graduates (including marketing) are more likely to encounter the world of self-employment and freelancing, portfolio careers and micro-agencies; this module is designed to open your mind to all the possibilities that entrepreneurship might offer you and prospective employers. It acknowledges that you are the marketing business leaders of the future and aims to equip you with the understanding and skills to help consider entrepreneurship as an option. The module will make use of guest speakers who run businesses within the marketing space, particularly micro-agencies run by alumni.</p> <p>This is an experiential module which, as with other modules on the course, is designed to equip you with the skills and confidence to apply theory in practice beyond university. In addition the Digital enterprise module is designed within the context of global challenges, as identified by the UN specifically Goal 8: "Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all, particularly: Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors. Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services" This theme will underpin much of this module and its rationale.</p> <p>Central to this module's assessment strategy is the development of an innovative, creative business idea within the context of the marketing industry. This will enable you to develop your skills of creating and developing an idea, plus put in place the materials to launch that idea. It is completely possible that through this unique approach to learning that students could develop viable commercial businesses. Throughout the module you will be encouraged to speculate on future directions of the marketing sector, and the business opportunities this ever-evolving landscape offers. Class content and activities will enable you to apply, and in so doing differentiate, a range of marketing strategies, working within the context of digital marketing and importantly develop effective communication strategies for your idea.</p>	

This module will take an experiential approach and be delivered through a combination of lectures, online seminars and workshops. The nature of the module is experiential and in keeping with the course core philosophies, it will equip you with the ability to apply marketing and entrepreneurship theory and practice, and to develop key transferable skills that are now essential to a career in marketing. Specifically, this module provides you with the specialist marketing skills with an entrepreneurial underpinning. The Professional Practice route will be delivered differently via block taught sessions with the assessment work-based.

6	Indicative Content
	<ul style="list-style-type: none"> • Types of entrepreneurship (e.g. social, intrapreneurship, creative, digital and eco) • The changing nature of business and marketing • Digital and creative industries entrepreneurship • Entrepreneurship in the context of global challenges • Internationalisation, transnational and born-global entrepreneurship • Creativity and problem solving • Design thinking, creativity and innovation • Funding your start-up • Entrepreneurial marketing strategy • Sustainable business planning

7	Module Learning Outcomes
	On successful completion of the module, students will be able to:
1	Critically evaluate the marketing environment from an employability and entrepreneurship perspective
2	Design an innovative, creative business idea within the context of the marketing industry.

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

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

Module Specification

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Module Summary Information

1	Module Title	Contemporary Advertising
2	Module Credits	20
3	Module Level	6
4	Module Code	MKT6049

5	Module Overview
<p>Contemporary Advertising, will explore best practice advertising techniques, In this field creative, marketing communication tools and techniques are continuously evolving.</p> <p>Current examples pulled from real-world experiences, will be analysed from the view of a practitioner's perspective. Taking a comprehensive view of the industry, advertising will be analysed from the creative standpoint and continuing to address the importance of integrated marketing communications in the field of advertising and how it impacts advertising strategy through featured campaigns</p> <p>This module significantly contributes to the course philosophy providing the opportunity for you to expand your strategic marketing and marketing communications knowledge and skills at the required professional level for the business and contemporary advertising sector.</p> <p>This module develops further the knowledge and skills used in the advertising industry, on both the agency and client-side, in roles such as creative agency account managers, media agency account managers, marketing communications managers, and internal communication assistants.</p>	

6	Indicative Content
<ul style="list-style-type: none"> Advertising messages and source credibility Message design: source, balance, structure, presentation, semiotics, semantics, NLP and language. Advertising strategies The media and the changing landscape: print, broadcast, outdoor, cinema, ambient, direct response, new media Role of advertising in branding Media Planning, Budgeting & ROI 	

7	Module Learning Outcomes
On successful completion of the module, students will be able to:	
1	Critically evaluate the strategies used by organisations in advertising campaigns to create artefacts and plans in response to a creative advertising brief.
2	Create and design an effective contemporary advertising pitch presentation to a professional industry audience.

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

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

Module Specification

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Module Summary Information

1	Module Title	Digital Analytics for Marketing
2	Module Credits	20
3	Module Level	6
4	Module Code	MKT6051

5	Module Overview
<p>This module aims to equip you with the conceptual knowledge needed to develop your understanding of Digital Analytics for Marketing. It explores a diverse range of activities that comprise Marketing Analytics as it pertains specifically to Digital Marketing campaigns in order to enable you to appreciate the major differences between traditional and Digital Marketing analytics at a strategic level.</p> <p>You will also acquire an ability to develop and apply Digital Marketing techniques hence contributing to the core vision of the BA Marketing and Marketing with Digital Communications courses.</p> <p>As part of the teaching strategy, interactive seminar / workshop activities will run throughout the module. You will be presented each week with a real – world international digital marketing issue which you will be required to solve.</p> <p>In addition to the subject specific knowledge you will also develop the following key skills (not an exhaustive list);</p> <ul style="list-style-type: none"> • Critical thinking • Problem solving • Team working • Effective communication • Strategy Development 	

6	Indicative Content
<ul style="list-style-type: none"> • The Evolution of Marketing • Digital Marketing Key Concepts • Digital Marketing Data Sources • Search Engine Optimisation • Social Media Content Authoring • Website Analytics • Developing the User Experience (UX) • Digital Marketing Metrics • Predictive Analysis and Artificial Intelligence (AI) • Managing and Measuring Digital Marketing Activities 	

7	Module Learning Outcomes
On successful completion of the module, you will be able to:	
1	Appraise issues, problems and practices that characterise Digital Marketing management
2	Evaluate and make judgements pertaining to the performance of digital marketing activities through the application of a set of appropriate metrics and effective data analysis

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

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

Module Specification

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Module Summary Information

1	Module Title	Managing Customer Relationships
2	Module Credits	20
3	Module Level	6
4	Module Code	MKT6052

5	Module Overview
<p>To successfully market products and services, it's never been more important to apply the science of how people make decisions. However, marketing goes beyond the purchase decision, the ultimate destination for any organisation is the creation of loyal customers that repeat purchase and advocate the brand/organisation.</p> <p>Loyalty and advocacy is about the overall customer experience driven by perceptions – both conscious and subconscious – of the entire relationship a customer has with a brand during their complete life cycle. Traditionally this was managed through data driven customer relationship management programmes that sought to retain customers through a series of well-designed contact strategies. Now the principles of relationship management have evolved, making it vital that the science of how consumers behave is applied across multiple channels and multiple touchpoints.</p> <p>This module will explore these behavioural and motivational drivers, providing greater context for effective relationship management strategies. Relationship management is about more than serving online customers, or knowing where and when they purchase. It's about knowing your customers so completely that you can create and deliver post purchase experiences that will entice them to not only remain loyal to you, but also to advocate the brand to others. This understanding will allow you to create strategies that connects customers to brands, through online and offline channels, as well directly thought to person-to-person relationships.</p> <p>In terms of employability and transferable skills this module will support and develop your:</p> <ul style="list-style-type: none"> • Critical thinking • Commercial acumen • Emotional intelligence • Communication skills 	

6	Indicative Content
<ul style="list-style-type: none"> • Typography of relationship types and customer profiling • Buyer behaviour • Organisational buyer behaviour • Defining relationship quality • Expectancy theory • Psychology of brand loyalty • Nudge Theory • Understanding sources of value for consumers and organisations • Relationship management strategies (offline and online) • Customer experience management • Touchpoints monitoring and evaluation • Technology enabled relationship management 	

7	Module Learning Outcomes On successful completion of the module, students will be able to:	
	1	Identify and interpret different customer relationships
	2	Evaluate and design appropriate relationship marketing strategies

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

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