

LEVEL 7 – POSTGRADUATE

These modules will have pre-requisite requirements which you must meet before study commences. It is important that you pay particular attention to this to ensure that you have the necessary level of study to take these modules.

Module information	Semester	Credit
<p>Advanced Project & Risk Management</p> <p>Module Description: Students will learn to apply and use project management tools and techniques and develop transferable employability project skills. Students will learn and use range of principles, tools (including relevant software) and techniques that assist project managers in ensuring that the project is delivered on time, to the right standard and to budget through an effective and developed team and that risks are identified and appropriately managed.</p> <p>Module content: Project strategy and methodologies, Project definition, managing scope; WBS, Project mapping, project estimation; Critical path, Crashing Gantt charts; Risk Analysis; Risk management; Project organisation; Project control and change control (e.g. PRINCE 2); Budgets and cost management; Project review; Quality Management on projects; and Projects Teams and Leadership.</p> <p>Assessment: Coursework 50%; Dossier 50%</p>	Autumn	20
<p>Developing Leaders & Managers</p> <p>Module Description: The focus of this module is on the learning and development of leaders and managers within organisations so that students can assess the value of LMD to an organisation's success. There is recognition of differing approaches and interpretations of the concepts of leadership and management within a range of organisational contexts including public, private, not-for-profit, large, small, national, international and multicultural organisations. It draws on the established body of knowledge in Human Resource Development; Leadership and Management Development. The module requires learners to reflect critically on theory and practice from an ethical and professional standpoint and provides opportunities for applied learning and continuous professional development. This is achieved through integration of research and case studies demonstrating current LMD practice as well as through student led activities on which formative feedback which require them to research specific interventions.</p> <p>Module content: To include the following: exploration of key concepts of leadership, management, and leadership and management development with consideration of the contribution of the above to organisational competence and performance; analysis of the impact of different organisational contexts including public, private, not for profit, SME, international and multicultural organisations; consideration of performance management processes including management competencies, feedback and appraisal processes and how to work collaboratively in management development activity to improve managers' current performance; analysis of the strengths and weaknesses of techniques for identifying and analysing leadership and management development needs e.g. development centres, role identification competency framework, benchmarking, professional leadership and management standards; analysis of approaches to management learning e.g. experiential learning, reflective practice; The formulation of management development strategies; The design of appropriate leadership and management development strategies and</p>	Autumn	20

<p>solutions including consideration of stakeholder agendas, delivery, evaluation and continuous improvement of leadership and management development activity; Consideration of models and frameworks of coaching; mentoring and action learning; Consideration of the needs of specific groups including the development of female managers and of international and global managers; and Ethical and professional frameworks and codes of practice</p> <p>Assessment: Coursework 100%</p>		
<p>Leading, Managing & Developing People</p> <p>Module Description: The module seeks to familiarise learners with major contemporary research evidence on employment and effective approaches to human resource (HR) and learning and development (L&D) practice. Learners will be able to critically examine research focusing on the links between people management practices and positive organisational outcomes and research that highlights major contemporary changes and developments in practice. The aim is to provide an essential underpinning in HR theory and practice and help learners become effective managers as well as effective HR specialists, managing others fairly and effectively and increasing levels of engagement, commitment, motivation and performance.</p> <p>Module content: Introduction; The characteristics of effective leadership and the methods used to develop leaders in organisations; Flexible working and effective change management in organisations; People resourcing; Learning & development; Performance management; and Employee relations.</p> <p>Assessment: Assignment 100%</p>	Autumn	20
<p>Organising & Managing for Performance</p> <p>Module Description: This module focuses upon key topics associated with the study and analysis of the nature of organisations and management and develops an understanding of human behaviour at work. A wide range of management theories are drawn upon to encourage students to develop a critical approach to their understanding and analysis of organisations and the role of management, leadership and the HR practitioner and strategist in delivering business success. During the module students will explore key topic areas in the study of Organisational Behaviour and HRM, including the contribution organisational culture and structure make to business success, the link between motivation theories, group/team analysis and leadership styles, managing conflict and change along with the role of contemporary management through the eyes of the HR practitioner. Essentially, it critically explores and develops effective management practices linked with performance measures and business success.</p> <p>Module content: Classical and contingent approaches: The nature of management and its rise through to SHRM; Individuals in organisations: Motivation and job satisfaction; Groups and teams: The link with High Performance Work Cultures and effort; Power and politics: The context of contemporary organisations and conflict resolution; communication; Organisation structure and job design; Multi-geography, multi-cultural teams, and intra extra cultural engagement; Organisational processes: Culture and change management; Cultural sensitivity; Achieving critical success factors through people in work; Professional practice, ethics and accountability; and Personal practice, interpersonal skills and efficacy.</p> <p>Assessment: Coursework 30%; Coursework 70%</p>	Autumn	20
<p>Self-Effectiveness & Leadership Performance</p> <p>Module Description: This module recognises that the ability to succeed in study at higher education and in a managerial career is increasingly dependent on the development of a variety of intellectual and transferable competencies and skills. This module therefore aims to encourage students to exploit their academic and</p>	Autumn	20

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<p>vocational potential within a framework of lifelong learning, initially through the exploration of current strengths/weaknesses and the identification of personal development goals. Particular emphasis is subsequently placed on the development of key activities and skills underpinning effective leadership to facilitate effective interactions between managers, their staff and their organisations.</p> <p>Module content: Continuous Professional Development and the importance of lifelong learning; Concepts of experiential learning/reflective practice; The portfolio approach to personal development; Transactional Analysis; Skills of effective managers; Individual differences and diagnostic techniques; Perception; Working in and managing teams; Emotional intelligence; Improving leadership performance – key interpersonal skills; Social, personal and professional identity; Trust and power and symbolic significance; and Organisational dynamics.</p> <p>Assessment: Coursework 30%; Coursework 70%</p>		
<p>Global Business Environment</p> <p>Module Description: This module analyses the inter-relationships between businesses and the global external environment – political, social, legal and technological. Additionally, it discusses issues in relation to the role of Business in the global environment such as sustainable development, competitive advantage of nations, global responsibility and citizenship.</p> <p>Module content: The structure and institutions of the Global Business Environment; Environments of Business in a Global Context; The Nature of Globalisation and the competing perspectives on its impact; Business Strategies in relation to the global environment and the creation of competitive advantage; and Issues in relation to the role of Business in the global environment.</p> <p>Assessment: Coursework 100%</p>	Autumn	20
<p>Management of International Finance</p> <p>Module Description: The Financial Economics module is designed to facilitate a comprehensive economic analysis of the operation, efficiency and dependencies within and between national and international financial markets and their associated institutions, and to critically assess the impact upon the national and world economy of any failure of the financial sector.</p> <p>Module content: Economics of finance theory; Money; Financial intermediation; Investment theory; Financial instruments; Bond markets and interest rates; Money markets and short term interest rates; Equity markets; Economics of portfolio theory; Foreign exchange markets; and World Finance, Intermediation, Development and Debt.</p> <p>Assessment: Coursework 30%; Exam 70%</p>	Autumn	20
<p>Understanding the Economy</p> <p>Module Description: All performance and prospects of all corporations, domestic and international, depends on broader national/global economic considerations. Although businesses/organisations may view such factors as beyond their control they still have an important bearing on their success and the way in which they plan their business strategies. Issues such as globalisation and inequality also have a critical economic aspect. Hence this module develops knowledge and critical understanding of the workings of a major economy subject to a constantly changing global environment, de-regulated financial systems, modern mass communication, and international monetary flows.</p> <p>Module content: The Circular Flow and the National Accounts; Exchange Rates and Balance of Payments; Keynesian Cross Model IS/LM; The Monetary Sector and the Macro-economy; Quantitative Easing; Demand Management Policy; and The Inflation-Unemployment Trade Off.</p>	Autumn	20

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Assessment: Coursework 25%; Coursework 75%		
<p>Digital Strategy</p> <p>Module Description: This module is specifically designed to give insights into the crucially important area of digital marketing. The digital environment has a dramatic impact on marketing in the 21st century. Hence future managers will need to appreciate a variety of concepts, models and theories concerned with digital marketing such as web 2.0, consumer generated media and the ever changing platforms e.g. social media.</p> <p>Module content: Students will reflect upon key digital concepts such as E-commerce, M-commerce and the changing nature of digital users based upon segmentation, profiling, and positioning in the digital age. A key feature will be the role of integrating digital marketing within traditional marketing strategies. The digital marketing mix will be explored and the use of key tools such as social networks, e-branding, Mobile marketing, Virtual relationships and sustainable marketing will be considered.</p> <p>Assessment: Assignment 70%; Practical assessment 30%</p>	Autumn	20
<p>Strategic Marketing</p> <p>Module Description: The module provides students with the opportunity to gain an appreciation of the key strategic tools, an overview of brand strategy and online strategies used by managers to assess their company market environment and gain a competitive advantage. The academic concepts will be reinforced through a number of case studies and participation in at least one company-based project to contextualise the academic concepts. The module provides students with the opportunity to demonstrate their understanding of key strategic marketing concepts by preparing an innovative strategic plan that creates a distinctive advantage in the market place, for a selected company.</p> <p>Module content: The role of marketing strategy within corporate strategy; Evolution of strategic marketing; The relationship between corporate strategy and marketing strategy and planning; The marketing planning framework; Developing sustainable marketing plans; Strategic Analysis using traditional and contemporary tools; Military Tactics applied to Business and Marketing; Brand Strategy Options (STP and Brand Identity Strategy); Critique of online tools and digital strategies to gain a competitive advantage online; and Implementation and measurement of the marketing plan.</p> <p>Assessment: Assessment 30%; Report 70%</p>	Autumn	20
<p>Green Supply Chain Management</p> <p>Module Description: This module is aimed at introducing the Green supply chain concept to business students by using contemporary businesses in the current economic conditions. This allows the students to understand the implications of green supply chain management and formulate solutions to enhance organisational performance.</p> <p>Module content: Strategic role and objectives of Supply Chain Management (SCM); Global context for SCM; Defining the Green supply chain – Types and design, process technology, decision making; The role and management of strategic supplier relationships; Forecasting, planning, scheduling, variety control, capacity planning for effective Green SCM; Scheduling SCM activities against capacity and resources, system mapping and flows analysis; Planning, design and management of materials and systems flows, transportation modalities analysis, reverse logistics; Value analysis, value streams, lean and agile concepts, system measurement; and Quality management in SCM.</p> <p>Assessment: Set exercise 30%; Exam 70%</p>	Autumn	20
Individual Enhancement	Autumn	20

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<p>Module Description: Starting up and developing a new venture is an emotionally challenging and demanding process. The entrepreneur becomes extremely focused on building an established and successful business — a highly consuming process that entrepreneurs try to negotiate as best they can in relation to family commitments and demands. During the process, entrepreneurs meet with ‘critical junctures’ in their personal and career development. Entrepreneurs can experience a significant phase of self-reflection that brings into question their current role and the stage of personal development that they have reached. The module analyses the entrepreneur’s individual developmental journey and promotes a critical understanding of the principles of motivational and professional enhancement skills. This understanding is the foundation for entrepreneurs to enable them to critically reflect on the application of life skills. The module reviews psycho-social models of critical thinking, problem solving, public speaking and decision making.</p> <p>Module content: Critical thinking workshop; Problem solving workshop; Public speaking workshop and studio practicum; and Decision making workshop.</p> <p>Assessment: Coursework 30%; Coursework 70%</p>		
<p>Market Focus</p> <p>Module Description: Traditional marketing principles have been a mainstay for the past four decades, but the theories behind them have limited relevance for new ventures facing extreme uncertainty. The old routine of analysing existing markets, predicting an optimal outcome, and then designing marketing plans to capture that outcome is too slow and cumbersome for today’s startups. To be successful, new ventures must eschew these theories and instead rely on effectual marketing planning; the prime focus of this module. This strategy uses a different set of management processes focused on iterative thinking, speedy action, principles of affordable loss, learning through failure, adjustment for emerging opportunities, cooperation with first customers, and a premeditated approach to market experimentation that creates instant feedback. It can help new ventures be more successful, more informed and more fully understood.</p> <p>Module content: The business environment; Market analysis workshop; Effectual marketing workshop; and Marketing planning practicum.</p> <p>Assessment: Presentation 30%; Group work 70%</p>	Autumn	20
<p>Strategic Communication Planning & Management</p> <p>Module Description: This module aims to develop an understanding and critical awareness of the strategic nature of communication, it’s all embracing role as a management function, and the contribution it makes to the achievement of strategic business objectives. Students will be provided with the tools to develop and evaluate communication plans for organisations which operate in an international environment.</p> <p>Module content: Communication management in context – communication objectives and organisational aims, strategies and operations; The roles of communication practitioners in organisations; Communication ethics; Planning; Research and issue identification; Objective setting; Identifying stakeholders and publics; Communication strategies and tactics; Message design; Resources and budgeting; and Research and evaluation.</p> <p>Assessment: Practical 10%; Coursework 90%</p>	Autumn	20
<p>Corporate Communication in an Intercultural Context</p> <p>Module Description: This module discusses the role of cultural factors in the management of corporate communications. Thus it combines the field of corporate relations functions and specialist areas of corporate communication with the management of intercultural communication.</p>	Autumn	20

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<p>Module content: Overview of the corporate communication functions: Public Relations, Marketing communication, Internal Communication, Public Affairs, Issues Management, Crisis Communication, Trends in corporate communication, and Integrated Communication; Strategic Reputation Management, Identity, Image and Reputation, and The Corporate Identity Mix; Culture, nature, layers and levels, and National and Corporate culture, their interrelationship; Intercultural Communication and Management; Models of Hofstede, Trompenaars and Hall's cultural dimensions and concepts applied in the business context; the Globe survey; and Bennett's Model of Intercultural Sensitivity.</p> <p>Assessment: Practical 30%; Coursework 70%</p>		
<p>Editing & Production</p> <p>Module Description: This module provides a range of practical experience and critical perspectives in the central role of the editorial production process in print and online media. Students will develop the necessary software skills with regard to page layout and editorial design. Moreover, this module will foster an appreciation of why sub-editing and design are crucial elements in the production of any print media publication; website or multimedia application. Furthermore, students will explore how editing skills have evolved due to technological advances and are continuing to evolve in the digital age.</p> <p>Module content: Students will apply professional practice in workshops and subedit raw journalistic copy to transform it into the body text of news and features articles in order to enhance its readability and conform it to the appropriate style. Moreover, students will devise headlines, stand-firsts and pull quotes to a suitable size; source photographs and other images, lay out pages, edit the sourced pictures; engage in proof reading and correction and optimise online content so that search engines (such as Google) can locate it.</p> <p>Assessment: Written 40%; Coursework 60%</p>	Autumn	20
<p>Reporting</p> <p>Module Description: This module is designed to teach students the core values and practice of journalism, from news sourcing to newsgathering to news writing. Students will be invited to proactively gather news and feature stories employing the full range of research and interview techniques in a newsroom setting. By the end of the module they will be researching, analysing and selecting material that they will use to create news media artefacts to tight deadlines.</p> <p>Module content: Finding and making contacts; Research; Newsgathering; Sources – analysing and evaluating, identifying biases and hidden assumptions (e.g. PR); News writing – how to put together a news story; Hard news; Soft news; Pegs and angles; Introduction to shorthand theory; Ethics and cultural context of reporting; Style guide; and Newsroom practice.</p> <p>Assessment: Coursework 100%</p>	Autumn	20
<p>Business Analysis</p> <p>Module Description: To apply relevant knowledge, skills, and exercise professional judgement in assessing strategic position, determining strategic choice, and implementing strategic action through business process and structural change, coordinating knowledge systems and information technology, and by managing quality processes, projects, and people.</p> <p>Module content: The module is primarily concerned with two issues. The first is the external forces (the behaviour of customers, the initiatives of competitors, the emergence of new laws and regulations) that shape the environment of an organisation. The second is the internal ambitions and concerns (desire for growth, the design of processes, the competences of employees, the financial resources) that</p>	Autumn	20

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<p>exist within an organisation. This module looks at both of these perspectives, from assessing strategic position and choice to identifying and formulating strategy and strategic action. It identifies opportunities for beneficial change that involve people, finance and information technology. It examines how these opportunities may be implemented through the appropriate management of programmes and projects.</p> <p>Assessment: Written 100%</p>		
<p>Economics for Banking & Investment</p> <p>Module Description: The module combines topics in both macroeconomics and microeconomics and exposes the students to a selection of topics in economic theory which are relevant to understanding the economic environment in which banking, investment and financial decisions are made, and the implications for those decisions for practical banking, investment and financial outcomes.</p> <p>Module content: Choice under uncertainty; Asymmetric information; Principal agent theory; Game theory & applications; The financial sector and the macroeconomy; Economic growth, financial sector and investment; Economic fluctuations: the economy in the short run; and Macroeconomic policy & analysis: fiscal and monetary policy.</p> <p>Assessment: Coursework 50%; Exam 50%</p>	Autumn	20
<p>Investment Securities & Capital Budgeting Analysis</p> <p>Module Description: The module covers the investment world which is divided into owners (those who invest in equities, or stocks) and lenders (those who invest in debt, or bonds). The three basic types of investment securities are money, debt (bonds) and equities (stocks). The module also covers the scope of passive and active investments. Finally, the module covers the theory and concept of Capital Budgeting Analysis which is a process of evaluating how one invests in different assets by answering the question whether the future benefits of a particular project will be large enough to justify the investment given the risk involved? To help students answer this question, the module will include three stages within Capital Budgeting Analysis process: Decision Analysis for Knowledge Building; Option Pricing to Establish Position; and Discounted Cash Flow (DCF) for making the Investment Decision.</p> <p>Module content: The Pure Theory of Finance and Investment; 2.Portfolio Theory / Analysis and Capital Assets Pricing Model (CAPM); Bond Markets and long term Interest Rates; Capital and equity markets; Money and commodities markets (derivative market); Foreign exchange risk management; Inflation & interest rate risk management; Capital budgeting analysis A; Capital budgeting analysis B; and Capital budgeting analysis C.</p> <p>Assessment: Portfolio Analysis 30%; Exam 70%</p>	Autumn	20
<p>Money & Banking Industry Framework</p> <p>Module Description: An analysis of money, banking and central banking with concentration on policy implementation by the Central Bank and resultant economic impacts both nationally and internationally.</p> <p>Module content: Money & the financial system; The money multiplier and the money supply; Identification & management of major banking risks; Bonds and the determination of interest rates; Funding of the bank; Bank & the monetary transmission mechanism; Monetary policy rules – the theory & practice; and Theoretical models of banks and banking crises.</p> <p>Assessment: Coursework 30%; Exam 70%</p>	Autumn	20
<p>Strategic Context of Human Resource Management</p> <p>Module Description: Human Resource (HR) professionals and managers operate within increasingly complex and changing organisational and contextual</p>	Autumn Spring	20

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<p>circumstances. This module provides an evaluation of the principal internal and external environmental contexts of contemporary organisations, within which managers, HR professionals and workers interact in conditions of environmental turbulence, change and uncertainty. Second, the module examines how leading organisations respond to these dynamic environmental contexts. Third, the module indicates how leaders in organisations, and those in the HR function, and line managers with HR responsibilities, need to recognise and acknowledge that corporate decisions and HR choices are not always shaped by managers alone.</p> <p>Module content: HRM in Context – what does it mean?; Business strategy and the link with HRM; The importance of analytics and the implication for HR decision-making; The Competitive Environment; Government Policy – the local and global context; Financial and Economic Regulation; The World Economy; Demographic and Social Trends; Technology and social media; Ethics, Social Responsibility and Sustainability; and Organisational structure, culture and change management.</p> <p>Assessment: Assignment 100%</p>		
<p>Cross-Cultural Human Resource Management</p> <p>Module Description: The Module emphasises the special characteristics of HRM in the MNC specifically considering convergence and continuing divergence in the HRM structures, policies and practices of different countries. From which HRM practice are set against the background of how cultural differences may influence interpretation of Human Resource dynamics. A strong emphasis is placed on the application of theory and principles to dealing with the complexities of international HRM issues and a series of extended, in-depth case studies are used to focus student learning on organisational contexts.</p> <p>Module content: Understanding Culture; Internationalising Management; Human Resource Management; and Cross Cultural Issues.</p> <p>Assessment: Coursework 100%</p>	Autumn Spring	20
<p>Leadership & Management Development</p> <p>Module Description: The focus of this module is on the learning and development of leaders and managers within organisations so that students can assess the value of LMD to an organisation’s success. There is recognition of differing approaches and interpretations of the concepts of leadership and management within a range of organisational contexts including public, private, not-for-profit, large, small, national, international and multicultural organisations. It draws on the established body of knowledge in Human Resource Development; Leadership and Management Development. The module requires learners to reflect critically on theory and practice from an ethical and professional standpoint and provides opportunities for applied learning and continuous professional development. This is achieved through integration of research and case studies demonstrating current LMD practice.</p> <p>Module content: To include the following: exploration of key concepts of leadership, management, knowledge management and organisational learning; consideration of the contribution of the above to organisational competence; analysis of the impact of different organisational contexts including public, private, not for profit, SME, international and multicultural organisations; consideration of performance management processes including management competencies, feedback and appraisal processes and how to work collaboratively in management development activity to improve managers’ current performance; analysis of the strengths and weaknesses of techniques for identifying and analysing leadership and management development needs e.g. development centres, role identification competency framework, benchmarking, professional leadership and management standards; Analysis of approaches to management learning e.g. experiential learning; reflective practice; The formulation of management development strategies; The design of appropriate</p>	Autumn Spring	20

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<p>management development strategies and solutions including consideration of stakeholder agendas, delivery, evaluation and continuous improvement of management development activity; Consideration of models and frameworks of coaching and mentoring; The perspective and environment of international management and the development of international and global managers; and Ethical and professional frameworks and codes of practice.</p> <p>Assessment: Coursework 100%</p>		
<p>Management, People & Organisations</p> <p>Module Description: The module is designed to develop both functional competencies and critical understanding of a number of key perspectives on human behaviour within the organisation and on the nature and processes of organising and managing human activity. As such it is designed not only to encourage the development of solutions to managerial problems but also to provide students with insights into the complex nature of organisational analysis and of organisational life.</p> <p>Module content: Perspectives on People – which looks at individual differences affecting orientation to work and learning; Perspectives on Organising – which looks at the development of managerial thinking and at approaches to organisation analysis and; and Strategies for Managing People - which examines strategies for getting, keeping, developing and motivating the workforce.</p> <p>Assessment: Presentation 30%; Set exercise 70%</p>	Autumn Spring	20
<p>Economics of International Trade</p> <p>Module Description: The overall purpose of the module is to provide a detailed exposition and critical evaluation of the essential theories and applications of international economics at the micro and macro levels. It gives students a sound understanding and appreciation of the international economic in terms of trade and its impact on the macroeconomic stability in which businesses operate and the constraints and opportunities that this environment necessarily implies for international business. It is directly concerned with the impact of changes in the international/global economic environment on business behaviour.</p> <p>Module content: International trade theory; International trade policies; Trade and development; Balance of payments and the exchange rate; and Macroeconomics policy in an open economy.</p> <p>Assessment: Exam 100%</p>	Autumn Spring	20
<p>Contemporary Marketing</p> <p>Module Description: The module seeks to bring together a strategic approach to harnessing both traditional and digital based marketing concepts and activities as an integrated approach to identifying a range of challenges, opportunities and problem solving. This will provide students with the contemporary marketing knowledge and skills required for being a professional in the competitive digital world of the 21st century.</p> <p>Module content: Marketing: an art and science of satisfying customers; Strategic planning in marketing; Consumer behaviour; organisational buyer behaviour; Marketing Environment; Marketing Research; Segmentation, Targeting & Positioning; Marketing Communications & Advertising; New Product Development; Extended Marketing Mix; 4Cs; Digital Marketing; Social Media Marketing; Services Marketing; and Sustainability & Ethics.</p> <p>Assessment: Report 30%; Presentation 10%; Exam 60%</p>	Autumn Spring	20
<p>Marketing Communications Strategy</p> <p>Module Description: The use of marketing communications strategy has application for a number of organisations across a diverse range of sectors. For global and</p>	Autumn Spring	20

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<p>domestic organisations conceiving and delivering brands, marketing communications strategy is an essential element of the broader marketing strategy. As communications media are rapidly developing, both planned and unplanned marketing communications need thorough and careful management and control. A strategic understanding of how marketing communications tools, media, content, audiences and brands interact is essential for marketing success. The module will provide underpinning knowledge and understanding of the way in which marketing communications strategy melds with branding principles.</p> <p>Module content: Marketing communications strategy theories and definitions; The marketing communications context; Marketing communications objectives; Segmentation, targeting and positioning; Communications strategies - push, pull and profile; Marketing communications tools; Marketing communications media and vehicles; Marketing communications content; Marketing communications for brand image; and Evaluating marketing communications strategy.</p> <p>Assessment: Academic paper 100%</p>		
<p>Corporate Strategy</p> <p>Module Description: This module helps to develop a strategic organisational perspective and provide the basis for advancement and application of strategic level skills, competencies, and decision-making capability.</p> <p>Module content: The context and emergence of strategic thinking; Rationality and Intuition; Strategy and Competitive Performance – Industrial organisation and external analysis; Resources and Knowledge – the role of strategy as Process and Practice; Strategists and TMT’s; Strategic Decision Making; Organisational Politics and Strategy; International and Collaborative Strategies; and Strategy and Globalisation.</p> <p>Assessment: Set exercise 30%; Report 70%</p>	Autumn Spring	20
<p>Entrepreneurship</p> <p>Module Description: This module explores a range of entrepreneurship theories and practices and involves an in-depth critical examination of business start-ups, the experiences of entrepreneurs and key aspects of small business management.</p> <p>Module content: The Entrepreneur: Concepts and Evidence The nature, characteristics and behaviour of the Entrepreneur. The role of Entrepreneurship in the Economy and Society: Analysis of the internal and external influences for Enterprise development. Enterprise support and Government Policy. New venture planning organisation and creation: The lifecycle stage of new business development. The planning process applied to small businesses. Entrepreneurship, networks and entrepreneurial marketing. The role and characteristics of entrepreneurs and entrepreneurial ventures in a global economy. Growth and small businesses - business strategy in small businesses. Competitive forces, market position and competitive advantage. The role of creativity and innovation in entrepreneurship.</p> <p>Assessment: Group presentation 30%; Coursework 70%</p>	Autumn Spring	20
<p>Global Supply Chain Management</p> <p>Module Description: This module is aimed at introducing the supply chain concept to business students by using a variety of companies in the current economic conditions and how they are changing their business practices to achieve their corporate objectives. This allows the students to understand the implications of supply chain management and formulate solutions to enhance organisational performance.</p> <p>Module content: Strategic role and objectives of Supply Chain Management (SCM); Global context for SCM; Defining the supply chain – Types and design, process</p>	Autumn Spring	20

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<p>technology, decision making; The role and management of strategic supplier relationships; Forecasting, planning, scheduling, variety control, capacity planning for effective SCM; Scheduling SCM activities against capacity and resources, system mapping and flows analysis; Planning, design and management of materials and systems flows, transportation modalities analysis, reverse logistics; Value analysis, value streams, lean and agile concepts, system measurement; and Quality management in SCM.</p> <p>Assessment: Coursework 100%</p>		
<p>Managing Financial Resources</p> <p>Module Description: This module seeks to develop a critical understanding of accounting concepts, approaches and techniques and their impact on reported company financial performance and position, and on business decision making.</p> <p>Module content: Contextual influences on published financial statements; Measuring financial performance and position; Interpretation of financial statements; Cash flow and working capital management; Management accounting – costing and pricing; Management accounting – operational decision making; Management accounting – strategic and long term decision making; and Performance measurement.</p> <p>Assessment: Report 40%; Exam 60%</p>	Autumn Spring	20
<p>Management Accounting Information Management</p> <p>Module Description: The module introduces students to strategic management accounting and information systems theory and techniques. The module is designed to provide students with opportunity in a learning context to apply and evaluate a range of complex management accounting information techniques which are in existence and make informed judgements regarding their value. Students will be required to critically evaluate the application of management accounting information in a practical context.</p> <p>Module content: The role of accounting information in management decision making in the short term including CVP analysis, relevant costs, resource constraints, and dealing with uncertainty; Consideration of cost behaviour, classification and how to deal with overheads; Issues relating to income measurement including stock valuation and cash flows; The role of accounting information for the purposes of corporate control including budgeting and variance analysis; Use of management accounting in the public and private sectors, manufacturing and service based organisations; Behavioural impact of the content of management accounting information and control systems; Review of alternative approaches to provision of management accounting information; Recognition of the challenges posed by implementation of Activity Based Costing and Management techniques; and Purposes and problems of divisional performance measurement and structural approaches to divisional performance.</p> <p>Assessment: Written 50%; Coursework 50%</p>	Autumn Spring	20
<p>Accounting & Finance for Decision Making</p> <p>Module Description: This module is designed to introduce the student to a range of financial and management accounting concepts and techniques. The module provides a comprehensive introduction of the main principles of Financial and Management Accounting, with a strong practical emphasis and has a clear and unequivocal focus on how accounting information can be used to improve to quality of decision making by managers, providing the perfect grounding for the decision makers of the future. In short it enables students to develop the key decision-making skills by applying accounting and financial techniques to assist in control and planning at management level.</p>	Autumn Spring	20

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<p>Module content: Overview of accounting environment, primary financial statements, analysing and interpreting financial statements; Identify the responsibilities of directors in relation to corporate governance, UK Corporate Governance Code 2010, alternative approaches to governance; Introduction to Finance; Budgeting & Budgetary Control; Capital Investment Decision Making; Managing working capital; Sources of Financing & Cost of capital; and Capital structure.</p> <p>Assessment: Coursework 40%; Coursework 60%</p>		
<p>Contemporary Issues in Accounting</p> <p>Module Description: The module aims to enable students to critically appraise both existing and emerging themes in accounting. Technical accounting knowledge is applied to realistic situations and accounting issues, to encourage the development of skills of application, critical analysis, reasoned argument and evaluation. Lectures will introduce major themes. Seminars will then develop the theme areas and encourage student reflection on the issues raised.</p> <p>Module content: Established management accounting theory and practices will be discussed alongside innovative and emerging approaches in the areas of costing, decision making, performance measurement and control. For example, the following topics may be covered: Activity based management, Theory of Constraints, Balanced Scorecard and Total quality management. The financial reporting treatment of contentious transactions. A consideration of the wider context of financial reporting, for example social and environmental reporting and accounting ethics.</p> <p>Assessment: Coursework 50%; Coursework 50%</p>	Autumn Spring	20
<p>Corporate Finance</p> <p>Module Description: This module helps to enable students to critically evaluate the fundamental concepts and theories of modern finance, identifying how these can be effectively applied in both national and multinational organisations. The module critically looks at the issues of investment, financing and dividend policy. The assessment encourages deep learning through extensive reading of the literature. It enhances students' ability to critically and constructively engage the theories, tools and techniques learnt in the course and their applicability in a given scenario.</p> <p>Module content: Fundamental concepts of finance; Organisational objectives; Investment appraisal: further aspects including inflation, capital rationing and risk analysis; Portfolio theory and Capital Asset Pricing Model (CAPM); Sources of finance; Capital markets, market efficiency and other theories of the behaviour of markets; Dividend policies; Corporate valuations, mergers, acquisition and divestments; and Foreign exchange risk and determination.</p> <p>Assessment: Exam 100%</p>	Autumn Spring	20
<p>Financial Reporting</p> <p>Module Description: This module is designed to introduce the student to a range of financial accounting concepts and techniques. The analysis of published financial statements is an important part of this module. The teaching and learning strategy adopted will seek to lay the foundation for students whereby they move from dependence upon tutors towards a position where they are taking increasing responsibility for their learning and becoming self-manager learners. There will be two forms of assessment: A group case study assignment based on the evaluation of a set of published financial statements; and an examination.</p> <p>Module content: Reporting Financial Performance; Cash Flow Statements; Interpreting Financial Statements; Assets: definitions and recognition; Liabilities, Provisions and Contingencies; Accounting for Leases; Substance over Form; and Group Accounting.</p> <p>Assessment: Coursework 30%; Written 70%</p>	Autumn Spring	20

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<p>Comparative Human Resource Management</p> <p>Module Description: This module develops and explores key topic areas in the study of organising and managing the global workforce from a Comparative HRM perspective. Through developing in students a critical awareness of a wide range of theoretical approaches to the strategic alignment of human resources within global organisations, the module will enable students to critically analyse specific Strategic and Comparative HRM issues including the resourcing, development, deployment and engagement of personnel. It will evaluate the significance of diversity management, ethical practices, cultural awareness and the contextualising of Strategic and Comparative HRM and its contribution to creating business success.</p> <p>Module content: Contextualising Comparative HRM in contemporary transnational companies operating out of home and host nations; An analysis of the relationship between Comparative HRM and strategic management; Distinguish between the business case and social equity approaches to diversity management whilst recognising various ethical and cultural frameworks and challenges that can apply to managing human resources in a global context; Evaluate the changing demographic and dynamics of the global workplace in the 21st century, exploring contemporary developments in recruitment and selection, performance and reward management, training and development and comparative employment relations; and Comparative HRM current and future trends and challenges.</p> <p>Assessment: Coursework 100%</p>	Spring	20
<p>Critical Perspective in Leadership & Governance</p> <p>Module Description: The module takes a critical perspective to examine a range of leadership, governance and ethics theories to facilitate the understanding and critical awareness of key leadership, governance and ethics in practice. Through an integrated and critical appreciation of leadership and governance theory and practice, this module seeks to enhance the student's capability to lead and govern responsibly with ethical awareness. Critical Perspectives in Leadership and Governance enables students to think and reason, connectively, about organisations as governance structures and social entities, and enables them to engage with society responsibly and with an appreciation of ethics in order to position their organisations now and into the future.</p> <p>Module content: Critical appreciation of leadership theories: trait and charismatic theories; situational and contingency theories; transformational; transactional; distributed, servant; spiritual; critical theory; eco; complexity theory; virtue; responsibility. Critical analysis of governance theories: agency; stakeholder; stewardship; virtue. Global codes of governance practice (Combined Code to King III) analysed, critiqued and developed. Regulation: legal and relational. Leadership, governance, culture and organisation. Corporate Social Responsibility (CSR). Environmental and Social Governance (ESG). The practice of leadership and governance: board/team formation, social psychology and stakeholder influence.</p> <p>Assessment: In class assessment 10%; Role play and presentation 40%; Assignment 50%</p>	Spring	20
<p>Designing, Delivering & Evaluating Learning & Development</p> <p>Module Description: This module is taught online and offers students the opportunity to build an understanding of design features of learning and development through a flexible learning process. It develops a critical understanding of the role and influence of a range of contextual factors on the design, delivery and evaluation of learning and development plans and interventions.</p> <p>Module content: The module will provide a range of resources for students to develop an understanding of appropriate research, theory and practice in the areas of</p>	Spring	20

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<p>design, delivery and evaluation of learning and development. The resources are neither prescriptive nor exhaustive and students are encouraged to undertake their own research and engage with other learning opportunities to achieve the learning outcomes.</p> <p>Assessment: Assignment 70%; Assignment 30%</p>		
<p>Employee Engagement</p> <p>Module Description: This module is a critical study of employee engagement from the perspectives of the practitioner and the academic. It relates employee engagement to other factors such as leadership, performance, wellbeing and organisational commitment. It covers all aspects of developing employee engagement strategies including evaluation, design, implementation, evaluation and measurement. It considers employee engagement from an organisational, national and global perspective.</p> <p>Module content: Alternative academic and practitioner definitions of ‘engagement’ and relationship with other similar concepts such as ‘involvement’, ‘commitment’ and ‘participation’, employee relations, High Performance Working (HPW) and the cultural and international context of these.</p> <p>Employee engagement in context; the changing psychological contract and its implications; engagement practices and their implications for organisational performance; the consequences of disengagement; the relationship with the principles of high-performance working.</p> <p>Critical review of the research, experiential and anecdotal evidence linking employee engagement with organisational behaviour and outcomes; problems with identifying cause–effect relationships; disentangling the ‘reality from the rhetoric’</p> <p>Employee engagement as a strategic imperative; implications for HR strategy and practice; links to employer ‘branding’, self-managed learning and other mechanisms for advancing a culture of mutuality; methods for gaining support and overcoming resistance to change.</p> <p>Alternative methods for measuring levels of employee engagement; survey instruments; balancing the desire for scientific integrity with ‘political’ sensitivities and priorities in the real world; creating project plans for enhancing/retrieving levels of employee engagement.</p> <p>Assessment: Presentation 40%; Assignment 60%</p>	Spring	20
<p>Key Principles of HRM</p> <p>Module Description: The module will provide an introduction to the major contemporary research and debates in the field of HRM & HRD, but from a global perspective. The focus will be on measuring the value of the HR function across a diverse range of organisations in terms of size, culture and location. There will be analysis and evaluation of the differing aims and objectives of the key HRM functions of resourcing, relations, performance management and learning and development across such organisations and the role played by people management practices in the effective management of change at local, national and international level. The issues will be examined with reference to the particular professional and ethical issues faced by the HR professional in an international and global context.</p> <p>Module content: The major contemporary research and debates in the field of international HRM & HRD; Researching a diverse range of organisations in terms of size, culture and geographical location: to examine evidence of links between HR practice and business outcomes, measuring the value of the HR function, HRM and HRD practices in successful organisations, partnership working and the interface between HR and line management; Aims and objectives of HRM and HRD functions and how these are met in practice, organisation and job design, flexible working, attracting and retaining people, motivation theories, reward management and</p>	Spring	20

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<p>performance management, managing the employment relationship, learning and development, the role played by people management practices in the effective management of change; The contribution made by HRM & HRD specialists in different types of organisations, small and medium sized enterprises, public sector organisations, voluntary sector organisations and international corporations; and Professionalism and ethics in HRM and HRD with emphasis on global context, major debates on professionalism and ethics, as well as ethical dilemmas faced by managers, equity and fair dealing, managing within the expectations of the law.</p> <p>Assessment: Coursework 100%</p>		
<p>Leadership, Self & Creating the Future</p> <p>Module Description: This module introduces students to concepts, theory and models of leadership, reflection, personal development and change. The aim is to provide students with the opportunity to consider their own leadership strategies and behaviours at the level of the organisation and the personal. Students develop the skills to critically reflect and take a holistic review of their leadership capabilities as well as their future professional developmental needs.</p> <p>Module content: Exploration of individual leadership in the context of symbolic interactions, behavioural concepts, psychological frameworks, psychometric tools and techniques, beliefs and values (Covey) ego states (Eric Berne), “blind” spots (Luft & Ingham) predispositions and ethics; A critical consideration of leadership styles: Authentic Leadership, Transformational and Transactional Leadership, Servant Leadership, Situational Leadership and Classical Theorists; Theory and models of self-knowledge to include Myers Briggs, Emotional Intelligence, Hermann Brain Dominance, Leadership Trait Theory, and the concept of Perception; An application of change management theory and models to the self as leader, to include, Kotter, Kurt Lewin, Senge, Covey, Kanter; etc; Identification of behavioural leadership strategies and identifying a “best fit” approach to the organisational culture and structure; Scenario planning, systems approach and organisational diagnostic tools; and Guidance on Action Planning and Independent/ Autonomous Learning.</p> <p>Assessment: Presentation 25%; Reflective paper 75%</p>	Spring	20
<p>Performance & Reward</p> <p>Module Description: The focus of the module is the development of functional knowledge in key areas of performance and reward for the public and private sectors within the global, national and local environment in which the current employees work. The module will also develop an appreciation of the interrelationship between management functions especially in performance and reward management, and an ability to link these with strategic focus of the organisation and promote exemplary practice.</p> <p>Module content: Strategic issues in employee reward; Policy and practice in performance management; Legislation (and in particular Equal Pay); Management and team reward; Performance related pay (PRP); Profit sharing and employee share ownership; and Employee benefits.</p> <p>Assessment: Report 100%</p>	Spring	20
<p>Applied Econometrics – Time Series</p> <p>Module Description: This module enables students to improve their understanding econometric principles and modern methods, and to enable them to apply these techniques in the statistical testing of economic theories and models, and forecasting of economic and financial variables.</p> <p>Module content: The classical linear regression model, Diagnostic Testing – classical assumptions, autocorrelation, heteroscedasticity, multicollinearity, non-normality, Univariate time series modelling and forecasting (ARIMA modelling), Multivariate</p>	Spring	20

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models (VAR models, Modelling long run relationships – unit roots, cointegration, error correction models, Modelling volatility (ARCH/GARCH models). Assessment: Project 100%		
Financial Economics Module Description: The Financial Economics module is designed to facilitate a comprehensive economic analysis of the operation, efficiency and dependencies within and between national and international financial markets and their associated institutions, and to critically assess the impact upon the national and world economy of any failure of the financial sector. Module content: Economics of finance theory; Money; Financial intermediation; Investment theory; Financial instruments; Bond markets and interest rates; Money markets and short term interest rates; Equity markets; Economics of portfolio theory; Foreign exchange markets; and World Finance, Intermediation, Development and Debt. Assessment: Coursework 30%; Exam 70%	Spring	20
International Environments of Business Module Description: This module studies the inter-relationships of ‘uncontrollable’ (macro) environmental factors in the context of international business environments and examines the impact of these external environments on the international operation of enterprises. Module content: The Globalisation of Business; Regional Business Environment; International institutions of global governance; External Environments and International Business; Business Ethics, Social and Corporate Responsibility; Risk in International Business Environments; Internationalisation of Enterprises; Foreign Market Servicing Strategy; and Market Opportunities of Emerging Economies. Assessment: Presentation 40%; Exam 60%	Spring	20
Trade, Development & Growth Module Description: The overall purpose/goals of the module is to critically examine the interrelationship between the theoretical rationale for trade and its policy and practice in relation to the issues of development and growth especially in relation to the developing world. Module content: The contested meaning of development- How do we measure development?; The development of the Global Economic system; Historical development of Theoretical Perspectives of Development and Growth; Trade Theory revisited- Neo-classical Trade Theory, Comparative Advantage and Heckscher/Ohlin; The Structuralist Critique- from Prebisch/Singer to Rodrik; The Dependency Critique; The Rise and Fall of the Washington Consensus; The Post-Washington Consensus Debate; Case Studies on Trade, Growth and Development- the evidence; and The Challenges Facing the World Trade System in the future. Assessment: Practical 20%; Coursework 80%	Spring	20
Agile Consumer Insight Module Description: Everyday life in industrialised countries is characterised by an increasing commercialisation which necessitates people to define themselves through their participation in consumer activities. This module develops psychological and sociological concepts and frameworks upon which Consumer Behaviour is based, enabling them to appreciate the importance of Consumer Behaviour for retail organisations and develop their own analysis of influences on Consumer Behaviour patterns. Consumption choices range from small, insignificant purchases to large, once-in-a-lifetime occasions and cover goods, services, but also experiences, ideas,	Spring	20

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<p>thoughts and increasingly these purchases are across a range of retail vehicles both online and offline.</p> <p>Module content: Historical context; Perception; Learning and Memory; Motivation and Involvement; Self-concept; Attitudes; Individual Decision-Making; Influences I: Group influences and opinion leadership; Influences II: Age subcultures; Influences III: Income and social class; McDonaldization, Disneyization and Consumption; and Postmodern Consumption.</p> <p>Assessment: Presentation 30%; Report 70%</p>		
<p>Distribution & Warehousing Management</p> <p>Module Description: This module explores best practice and current thinking in the area of warehousing and distribution management to offer a set of principles, tools and techniques that enable students to become effective logistics managers. This module will also enable the students to learn theoretical and practical concepts related to warehousing and distribution management. It will also equip the students with the knowledge and technological base required for effective and efficient warehousing and distribution management.</p> <p>Module content: Introduction to supply chain and logistics management; Logistics customer service; Transportation; Warehousing; Inventory management; Materials management; Information Technology (IT) in Logistics; Internet of Things (IoT) in Logistics; Global logistics; and Reverse and sustainable logistics.</p> <p>Assessment: Essay 100%</p>	Spring	20
<p>International Marketing: Emerging Markets</p> <p>Module Description: The module seeks to develop an in-depth understanding of the dynamics and specifics of the BRIC markets (Brazil, Russia, India & China) – as examples of the numerous country markets now identified as ‘emerging’.</p> <p>Module content: Globalisation and de-globalisation from the developed and emerging markets’ perspectives; BRICS, BEMs, EAGLES, CIVETs & MIST; The implications for firms of urbanisation in emerging markets (EMs); The strategies of multi-nationals and global chains in Ems; The strategies of ‘domestic players’ from EMs in their home and international markets; Market entry strategy and its application to EMs; Trends in consumer behaviour in EMs including B.O.P. and the marketing strategies of firms; and Standardisation and localisation (adaptation) in product/service, pricing, distribution and communication policy.</p> <p>Assessment: Coursework 30%; Coursework 70%</p>	Spring	20
<p>Media Strategy & Planning</p> <p>Module Description: A key aspect of the changing marketing communications landscape for many businesses is the significant role that media decision making is playing in the development of effective communications strategies. No longer restricted to the ‘traditional’ media forms including; TV, press, radio, cinema and outdoor; new technologies are providing digital media opportunities as well as creating different applications for enhancing the so-called traditional platforms.</p> <p>Module content: Media characteristics and communication effects; Media and the marketing communications mix; The strategic role for media; Media selection criteria; Changing response to media forms; Efficiency and evaluation; Interactivity, technology and new media; Media budgets and planning; and Role of media and communications.</p> <p>Assessment: Assignment 100%</p>	Spring	20
<p>Social Media Marketing & Management</p> <p>Module Description: The module will look at how social media fits into and complements the marketer’s toolbox. It combines theory with practical application as</p>	Spring	20

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<p>it covers core skills such as strategic planning for social media applications, incorporating these platforms into the brand's marketing communications executions, and harnessing social media data to yield customer insights. Students will study 'Four Zones' of social media that marketers can use to achieve their strategic objectives, as outlined in Tuten and Solomon (2014). These include: Community (e.g. Instagram); Publishing (e.g. Tumblr); Entertainment (e.g. Candy Crush Saga); and Commerce (e.g. Groupon).</p> <p>Module content: The horizontal revolution; Social media marketing strategy; The social consumer; Network structure and group influence in social media; Social community; Social publishing; Social entertainment; Social commerce; Social media for consumer insight; and Social media metrics.</p> <p>Assessment: Individual presentation 70%; Group presentation 30%</p>		
<p>Strategic Brand Management</p> <p>Module Description: This module is designed to facilitate the appreciation and understanding of the role branding and brand management play in today's dynamic and highly competitive marketing environment.</p> <p>Module content: Definitions of a brand and difference to commodity and product; Brand architecture; Brand positioning; Buyer behaviour and brands; Brand identity, brand image and brand personality; Brand advertising, sponsorship, endorsement and online presence; Branding in retail, service industries and not-for-profit; Corporate branding and global branding; and Ethical issues in branding.</p> <p>Assessment: Individual presentation 30%; Assignment 70%</p>	Spring	20
<p>Managing Marketing</p> <p>Module Description: The module introduces students to marketing in an organisational context (or, put another way, introduces them to the realities of working in organisations - through the marketing 'lens'). The purpose of the module is to permit students to develop the knowledge and competencies required to act as effective marketing managers. Thus, activities covered include: staff management and development, team building, the development and use of information systems, management of external suppliers, performance measurement and analysis, costing, budgeting, forecasting & financial appraisal. The module complements the Strategic Marketing module by providing a clear operational focus.</p> <p>Module content: The marketing function and the wider organisation; Leadership and management; Motivating the marketing team; Internal Marketing; Management of suppliers and agencies; Marketing metrics: quantitative and qualitative; Marketing information systems; Budgeting processes and techniques; and Financial management.</p> <p>Assessment: Assignment 30%; Assignment 70%</p>	Spring	20
<p>Business Process & Operations Management</p> <p>Module Description: This module enables students to enhance their understanding of how evaluating, managing and improving business processes can drive the performance of an organisation by joining communities of practice.</p> <p>Module content: Business Process Mapping; Process management; Problem solving using Krepnor Tregoe method; Statistics & SPC; Relation of processes to financial and management accounting measures; Quality and excellence philosophy (e.g. TQM, six sigma, excellence model); Quality management systems; Business Process re-engineering - rethinking, processes, methods of working, management systems; Self-Assessment improvement frameworks, (Balanced scorecard, benchmarking); Improvement methodologies & culture; and Utilising business intelligence to enhance processes.</p> <p>Assessment: Presentation 30%; Report 70%</p>	Spring	20

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<p>Building Relationships</p> <p>Module Description: One to one rapport and relationship development skills coupled with a good Emotional Intelligence base is key to managing complex business relationships with customers, suppliers, employees and other internal and external stakeholders. This module teaches participants basic skills of developing rapport with other people. Exploring why Emotional Intelligence and awareness of group dynamics is vital, allows for a more granular outlook on “long-term” sales cycles and decision-making process. It provides each participant with concepts, tools and techniques that can be used to benchmark where they are at in reference to social and communication skills, as well as the level of processing abilities and Emotional Intelligence. Most importantly, the module will help the students take control of their own development with their own plan of “self-learning” in reference to Emotional Intelligence and rapport building skill.</p> <p>Module content: Social-emotional abilities cannot be expressed or determined in conventional psychological tests. Professional notions of emotional intelligence, both at work and in external business relationships can be powerfully shaped through various case studies and tasks in the following themes. One or more of the core components of emotional intelligence (self-awareness, self-regulation, motivation, empathy, and social skills) will be introduced and applied as relevant for the individual theme – Team working and team building; Customer service; Managing stakeholders (other than customers); and Sales skills and deal closing workshop.</p> <p>Assessment: Presentation 30%; Report 70%</p>	Spring	20
<p>Logistics & Supply Analysis using SAP</p> <p>Module Description: This module introduces students to use SAP enterprise resource planning system to analyse Logistics and Supply performance data to make decisions on approaches to Distribution and supplier management. This is in the areas of buying right quantities, providing enough financial, human and logistical resources that maximise profit for an organisation. It will also equip the students in linking their planning via connecting forecasting of inventory and matching with sales and spend analysis.</p> <p>Module content: Sales orders, Scheduling Agreements and Back orders; Cross company sales, third party sales and make to order sales; Outbound delivery in SAP; Picking, Packing and Shipment Documentation; Goods Issue, Proof of delivery and Customer returns analysis; Delivery Due Lists; Planning for supply chains; and Material Inventory Analysis for Incoming Orders.</p> <p>Assessment: Report 30%; Exam 70%</p>	Spring	20
<p>Managing Financial Resources</p> <p>Module Description: This module seeks to develop a critical understanding of accounting concepts, approaches and techniques and their impact on reported company financial performance and position, and on business decision making.</p> <p>Module content: Contextual influence on published financial statements; Measuring financial performance and position; Interpretation of financial statements; Cash flow and working capital management; Management accounting – costing and pricing; Management accounting – operational decision making; Management accounting – strategic and long term decision making; and Performance measurement.</p> <p>Assessment: Report 40%; Exam 60%</p>	Spring	20
<p>Sourcing & Supplier Management</p> <p>Module Description: The module is aimed at professionals to succeed in procurement role of supply chain that often is tasked with driving the efficiency agenda of an organisation. This module contributes to the achievement of the overall aims and</p>	Spring	20

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<p>objectives of the procurement of the business enterprise in line with their green and sustainability criterion.</p> <p>Module content: Procurement in the strategic framework from a national, international and global perspective; Different purchasing contexts: resale, consumables, manufacturing, services; Procurement principles and practice for the primary, secondary, tertiary and quaternary sectors; Procurement principles and practice for the public sector (e.g. NHS); Similarities and differences in procurement practices; Procurement and supply chain management across the manufacturing and service sectors; The strategic advantage that green purchasing can contribute; Make or buy analysis; Supplier sourcing, monitoring, and development; Collaborative supply relations in a lean and agile procurement context; Outsourcing and subcontracting; Ethics, sustainability and environmental aspects of purchasing; and Legal aspects of purchasing.</p> <p>Assessment: Essay 30%; Essay 70%</p>		
<p>Strategic Management</p> <p>Module Description: This capstone module allows students to employ knowledge gained in earlier modules in the context of a strategic perspective of business management. It assists the evaluation of decisions that managers are faced by in complex and dynamic environments combining multiple perspectives of business and management (leadership, creativity and human capital, finance and environmental analytics, creativity and strategic thinking approaches).</p> <p>Module content: The strategy process, strategic thinking. Approaches to strategic management; The external and internal environments of strategic management PESTEL analysis, 5 forces, RBV and managing resources in achieving strategic goals, core competences and other relevant theories. Organisational purpose; Business level strategies, generic strategies, the value chain and portfolio analysis; Corporate strategies and their choice – strategies for growth, retrenchment and turnaround. Strategies for declining industries; Globalisation, Global strategy of multinationals and current issues affecting strategy; The role of entrepreneurship and strategic leadership. Corporate social responsibility; Strategic evaluation; Organizational structures, corporate parenting and networked organizations; Managing corporate knowledge and innovation, critical perspectives of strategy, postmodern perspectives; and Strategic implementation & managing change in complex environments.</p> <p>Assessment: Coursework 30%; Exam 70%</p>	Spring	20
<p>Strategic Management of International Enterprises</p> <p>Module Description: The module examines the strategic management of international enterprises. The module addresses the strategic and management issues that global companies confront when they operate across borders. The module will review the main aspects of operating globally from strategic analysis to issues of formulation and implementation in the various business functions. The module also analyses the key strategic and managerial challenges for firms.</p> <p>Module content: Global Strategy Analysis; The motivations and means of expanding abroad; Evaluating the international context of overseas expansion; Developing International Strategies – Building a global competitive advantage; Building global Organisations; Emerging Global Players – Countries and companies; Institutions, Culture and Ethics; Foreign Market Entries; Collaborative Strategies; Global Competitive Dynamics; MNE Strategies, Structures and Learning; and The Entrepreneurial Firm.</p> <p>Assessment: Coursework 30%; Coursework 70%</p>	Spring	20
<p>Strategic Thinking</p>	Spring	20

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<p>Module Description: Entrepreneurs need clear strategies in order to survive and succeed. The module will provide the student with tools, frameworks and ideas to help play a more effective role in contributing to strategic thinking. Design thinking, the primary focus of the module, is at the core of effective strategy and draws upon logic, imagination, intuition, and systemic reasoning to explore possibilities of what could be, and to create desired outcomes that benefit the end user (the customer). A design mind-set is not problem-focused; it is solution focused, and action oriented. It involves both analysis and imagination.</p> <p>Module content: Business strategy; Business model canvas (planning); Creativity and innovation; and Managing business performance.</p> <p>Assessment: Presentation 30%; Group work 70%</p>		
<p>Communications Audit</p> <p>Module Description: The module gives students an opportunity to audit an aspect of internal or external communications with a 'live/real' client organisation normally sourced by the module leader. For example, students may be asked to research into external/internal perceptions of organisations.</p> <p>Module content: The module gives students an opportunity to audit an aspect of internal or external communications with a 'live/real' client organisation normally sourced by the module leader. Student responsibilities will include for example SWOT/PEST/Stakeholder analysis, a review of relevant communication activities and resources, developing a research strategy, and providing benchmarking/comparisons with communication activities of other similar organisations. For example, students may be asked to research into external/internal perceptions of organisations. Students will gather relevant data and formulate and recommend realistic and costed creative proposals, and be able to critically evaluate the recommendations, for the client. Regular tutor mentoring/coaching will provide an on-going feedback loop through the process to maximise professional skills and competencies.</p> <p>Assessment: Coursework 55%; Presentation 45%</p>	Spring	20
<p>Digital Communication Management</p> <p>Module Description: This module explores digital communication technologies and social media to understand the effects technology is having on: the media, business (corporate communication and corporate reputation) and society.</p> <p>Module content: The conceptual landscape and new paradigms for public relations and corporate communication; New tools and techniques for eg influencer analysis; Gaining insight from monitoring and analytics; The changing media ecosystem; Online reputation management case studies; Media relations modernised; and New tools and techniques for monitoring, measurement and evaluation.</p> <p>Assessment: Preparation worksheet 20%; Virtual portfolio 80%</p>	Spring	20
<p>Feature Writing</p> <p>Module Description: This module focuses on the craft of professional writing for a range of consumer magazines, newspapers and websites, with a particular emphasis on technology and science journalism. It aims to develop the candidate's professional writing style through a series of summative and formative writing assignments, supplemented with a thorough analysis of both the national and international market for factual writing, while also placing such writing into a historical and sociological framework.</p> <p>Module content: This module provides a range of practical experience in journalistic story writing: namely the spotting; researching; gathering and writing of articles for a range of popular consumer magazines, website and newspaper formats. It will offer a range of formal and informal feedback, including some peer assessment through the deployment of copy clinics. It will, moreover, seek to nurture an advanced sense of</p>	Spring	20

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<p>story values (related to news values), while also helping with the development of sources; while further developing our student's interview, research and gathering techniques. It will, furthermore, seek to develop a deeper understanding of the English language and to seek to transform raw ability with words into to a professional skill. At its core the module will focus on the use of language. But it will also explore notions of topicality, writing style, grammar, house style, pitching, research, organising and delivering to deadline.</p> <p>Assessment: Coursework 100%</p>		
<p>Journalism Theory</p> <p>Module Description: The purpose of this module is to provide knowledge, understanding and critical awareness of journalism principles and practice in a rapidly evolving, diverse, global technologically-driven media environment. Completion of this module will enable students to recognise the key historical, social, technological and professional developments that have impacted on the evolution of journalism and its role in the development of the public sphere. Moreover, this module will encourage discussion with some of the important ethical debates regarding the production and reception of news reporting.</p> <p>Module content: Journalism's role in the development of the public sphere; The socio-economic context of media production; History and structure of the newspaper and broadcasting industries; Media audiences; Impact of ownership, culture, regulatory framework on journalism; Media Ethics; Moral decision-making in journalistic contexts; Theories of the press; The philosophical basis of codes of practice and regulatory frameworks; News values; Story construction and critical analysis; and Functions of communication.</p> <p>Assessment: Coursework 80%; Practical 20%</p>	Spring	20
<p>Online Journalism</p> <p>Module Description: This module analyses students' professional practice in the context of a convergent media world that is increasingly reliant on online media platforms by helping students develop their own online artefacts as well as developing awareness of some of the implications presented by electronic and online media for journalists.</p> <p>Module content: Developing conceptual frameworks for understanding the societal role of the media; Blogging on, for example the Wordpress platform; Developing an understanding and competence with the principles of Search engine optimisation (SEO); Curation and dissemination of social media artefacts (eg. Storify); Writing for the web; Principles of web design; and A development of basic HTML and CSS computer codes.</p> <p>Assessment: Coursework 100%</p>	Spring	20
<p>Public Relations Skills</p> <p>Module Description: The overall purpose of this module is to introduce students to the concepts underpinning the role of the public relations adviser (whether in-house or consultancy-based). This conceptual approach is supported by the development of the core skills expected of professional service providers such as PR consultants which are planning, presentation and writing skills.</p> <p>Module content: Perspectives on professional services; Public relations as a management function; Public relations roles; and Client-consultancy relationships.</p> <p>Assessment: Practical 50%; Coursework 50%</p>	Spring	20
<p>Financial Decision Analysis</p> <p>Module Description: The module covers topics on Decision making under uncertainty; Decision making based on Utility; Portfolio Optimisation; Asset pricing; Probability in</p>	Spring	20

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<p>Finance; and Basics of options pricing in discrete and continuous time. Excel is used solely as a calculational tool for solving computationally demanding problems.</p> <p>Module content: Decision Analysis and Utility; Portfolio Optimisation; Asset pricing; Probability concepts in Finance; and Option pricing in discrete and continuous time.</p> <p>Assessment: Exam 100%</p>		
<p>Financial Planning & Investment Funding for Decision Making</p> <p>Module Description: The structure of this module adopts the United Nations Conference on Trade and Development (UNCTAD) format which is designed and aimed at strengthening the capacity of professionals to mobilise resources through venture capital funds. It is intended for use in the training of senior and middle management in financial and business planning. A key theme of the module includes Preparation of financial and business plans for submission to investors for funding including venture capital funds.</p> <p>Module content: The ABC of a business plan; Executive summary & background; Products & services; Markets, clients & competitors; Business operations & organisation; Legal framework & ethics; Financial planning A; Financial planning B; Financial planning C; and Risk & sensitivity analysis.</p> <p>Assessment: Project 100%</p>	Spring	20
<p>Forensic Accounting</p> <p>Module Description: To evaluate and explain the need for and role of corporate governance in the business environment, the role of IT in forensic accounting and fraud detection and the types and incidences of fraud.</p> <p>Module content: Characteristics of the fraudster; The role of corporate governance in businesses; The reasons for and nature of financial statement fraud; The responsibilities of directors; The responsibilities of auditors; The characteristics of a good forensic accountant; Systems design; and Problems with small companies.</p> <p>Assessment: Coursework 100%</p>	Spring	20
<p>International Corporate Finance</p> <p>Module Description: The module aims to evaluate the theory and practice of modern international corporate finance. The module focuses on modern developments in international financial markets and funding products and their relationship to the needs of international business. Reference is made to the changing nature of financial services, and the integration, and deregulation of financial markets. Such trends accentuate the need for financial managers to be able to cope with complex investment and financing decisions.</p> <p>Module content: Strategic context of international finance; Foreign exchange theory; Currency risk management; Capital budgeting for the international corporation; International tax management; Interest rate risk management and swaps; International financing and international financial markets; and Multinational financial control.</p> <p>Assessment: Coursework 100%</p>	Spring	20
<p>Investment & Fund Management</p> <p>Module Description: To identify, understand, evaluate and compare types of investment for the private investor, including tools, methods and strategies. The module takes a very practical approach reinforced by observations from a practicing portfolio manager. The module provides development for students looking for a career within financial services, but also provides insight for anyone who is a potential personal investor.</p> <p>Module content: The investment environment; Diversification and portfolio analysis; Portfolio management – strategies and practical applications; Management of bond</p>	Spring	20

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portfolios; Portfolio measurement and portfolio protection; Use of derivatives; Fund classes; and Impact of leveraging and the concept of risk and reward. Assessment: Coursework 20%; Coursework 80%		
International Banking Regulations & Policies Module Description: The module has been designed to enable students to improve their understanding of the banking sector by introducing them to some of the key concepts, principles and practices in modern banking regulations and the resolution of modern banking crises. Module content: Why and how should banks be regulated?; Banking Supervision and regulations; Prudential supervision of Banks; Banking Crisis and the LOLR Support; Restructuring Failed Banks and protecting depositors; Institutional Structure of Financial Regulations; International Regulations, supervision and financial stability; Issues in International Supervision and Regulation; and Banking Reforms in the UK Banking Sector. Assessment: Coursework 50%; Exam 50%	Spring	20