

LEEDS BUSINESS SCHOOL

LEVEL 4 – 1ST YEAR UNDERGRADUATE

Module information	Semester	Credit
<p>Foundations of International Business</p> <p>Module Description: Foundations of International Business is a level 4 module which seeks to introduce students to the theory and practice of International Business. The module assumes no prior knowledge. The module will familiarise students with key concepts and terminologies in International Business. It will allow students to understand drivers and barriers to the globalisation of business, the institutional structures which support global business and issues facing firms engaged in international business. Taught materials will utilise and case vignettes from the business media. Students will apply knowledge to contemporary issues through seminar activities and assessment. The module will equip students with a foundation to tackle more advanced International Business modules at levels 5 and 6.</p> <p>Module content: The module is designed to introduce the key concepts for International Business. It will act as a foundation for the development of critical thinking on International Business. Indicative content will include the following: Basic concepts - theories of international trade, concepts of international Business, stages of globalisation and the Multinational Enterprise (MNE); Drivers and barriers of IB - cross border trade agreements, tariffs and quotas, international monetary environment, exchange rates and currency areas; Global business environment - globalised economies (emerging, developing and advanced), globalised industries and firms; and Operating in international markets - foreign direct investment, operations, political risk, culture and corporate social responsibility.</p> <p>Assessment: Report 30%; Report 70%</p>	Autumn	20
<p>Designing Learning & Development Activities</p> <p>Module Description: This module introduces students to the theory, models and practice of designing and conducting effective learning and development activities. The module reinforces the needs for a thorough understanding of the learning needs set within the organisational goals and resources so that clear and realistic objectives can be set.</p> <p>Module content: Defining learning aim and learning criteria; Factors that can influence and affect the design of learning and development; Learners needs and aspirations; The learning needs, gaps and transferability of skills; Methods, resources and constraints to support learning; Stakeholders and participants; Qualitative and quantitative data sources; Types of learning; Motivation; Culture and difference; Communications and media; Barriers and constraints to learning; Skills and aptitudes; Organisational culture, dynamics and needs; Learning design; and Creating and climate conducive to learning.</p> <p>Assessment: Learning & Development Session practice 80%; Report 20%</p>	Autumn	20
<p>Theories & Practice of Learning & Development in the Global Context</p> <p>Module Description: The module takes a broad view of global learning and development and analyses how it relates to human culture and our relationship with the world around us. Through class discussion the need for ecological literacy and need to appreciate the nature and background of global education when exploring personal, professional and corporate learning and development. The module explores learning and development concepts, theories and models and how they underpin</p>	Autumn	20

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<p>working practices.</p> <p>Module content: Global Learning concepts and practice; Evolution of Global Learning; Learning and development theory and practice; Individual learning styles, domains and pace; Learner motivation, goals and aspirations; Types of delivery – directive, facilitative, supportive; Delivery structures; Barriers to learning; Technology; Organisational culture, dynamics and needs; Introduction to reflective practice; Professional standards – diversity; and CPD and progression.</p> <p>Assessment: Coursework 70%; Assignment 30%</p>		
<p>Digital Publishing</p> <p>Module Description: Students are introduced to content production and dissemination techniques appropriate to online and digital contexts. Students will study: Digital content delivery platforms; Social media; Structural and technical considerations in preparing journalistic content for digital dissemination; and Curation and collection of content.</p> <p>Module content: Students will be guided in the creation of a digital platform for the publication of their work. Once established, they will be lead through a series of workshops introducing key skills and techniques required in the successful creation, curation and publication of digital content.</p> <p>Assessment: Coursework 50%; Coursework 50%</p>	Autumn	20
<p>Reporting 1</p> <p>Module Description: This is a practical, hands-on module aimed at teaching Level 4 students to source stories and writes them in an accurate and interesting manner. Learning shorthand is also part of this module.</p> <p>Module content: A one-hour weekly shorthand workshop; Principles of journalistic principles, newsroom practice, news writing, research, newsgathering; Introduction to shorthand theory; Hard news; Soft news; Ethics and cultural context of reporting; Interviewing technique; and Newsroom practice.</p> <p>Assessment: Portfolio 80%; Exam 20%</p>	Autumn	20
<p>Reporting 1 for Public Relations</p> <p>Module Description: This is a module that introduces students to the historical, cultural and social contexts of journalism whilst also focussing on practical, hands-on tasks that enable them to become proficient journalistic writers. They will learn to source stories and write them in an accurate and interesting manner.</p> <p>Module content: Principles of journalistic principles, newsroom practice, news writing, research, news gathering; Hard news; Soft news; Ethics and cultural context of reporting; Interviewing technique; Newsroom practice; Technological impact on journalistic practice; and Critical thinking.</p> <p>Assessment: Portfolio 80%; Exam 20%</p>	Autumn	20
<p>Writing for Communication</p> <p>Module Description: This module is designed to build an understanding of and basic facility to write for a range of integrated marketing communication disciplines within a business context. Students will attend practical workshops and lectures that will be innovative, contemporary and based on reviewing live business communication.</p> <p>Module content: Primer on grammar, punctuation and spelling; Principles of effective writing; Editing and proof-reading skills; and Building awareness of what is news and how it impacts on business.</p> <p>Assessment: Portfolio 30%; Exam 70%</p>	Autumn	20
<p>Business Context</p> <p>Module Description: The purpose of this module is to develop an understanding of</p>	Autumn	20

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<p>business objectives and functions, the role of finance, accounting, and the accountancy profession considering governance, ethics, and the impact of the external environment on business activities.</p> <p>Module content: The business organisation, its objectives, stakeholders and the external environment; The macroeconomic context of organisations; The goals and decisions of organisations; Business organisation structure, functions and governance; The market system and the competitive process; The role of finance and the accountancy profession; The financial system; Accounting and reporting systems, controls and compliance (to cover role of auditing); Leading and managing individuals and teams; Personal effectiveness and communication; and Professional ethics in accounting and business, sustainability and corporate responsibility.</p> <p>Assessment: Exam 70%; Presentation 30%</p>		
<p>Information for Marketing</p> <p>Module Description: This module has been specifically designed to give a detailed insight in to the role of information in the fascinating world of marketing. It explores a variety of concepts, models and theories concerned with research, as well as relating them to the profession and reality of marketing in practice.</p> <p>Module content: Information and marketing decision making; Organisational culture and its influence on the distribution and sharing of information and knowledge; Information technology, organisational structure and management decision making; Using the Internet and E-commerce; The Information Society; Marketing Information Systems; An introduction to the role and purpose of market research; Qualitative and quantitative information; Information for marketing research; Research techniques, methods and sampling; and Presentation of information for marketing.</p> <p>Assessment: Report 100%</p>	Autumn	20
<p>Intro to Accounting</p> <p>Module Description: This module introduces the basic skills underpinning financial and management accounting and to help students evaluate their own competencies.</p> <p>Module content: Costing; Budgeting; Double entry bookkeeping; Defining and recording assets & liabilities, income & expenditure; Extracting a trial balance; and Final adjustments.</p> <p>Assessment: Assignment 30%; Exam 70%</p>	Autumn	20
<p>Introduction to Journalism</p> <p>Module Description: This module is concerned the history of the news media. It will look at how and why newspapers were first produced; issues of ownership, government regulation and control; the emergence of the professional reporter; the forces propelling growth of the news media; the origins and development of broadcast news; and the advent of the world-wide web.</p> <p>Module content: History of news journalism; History of press regulation; The rise of news reporting; New journalism; Objectivity and professionalism; Media ownership; Ideology and newswork; News values; News discourse and cultural politics; Media audiences; and Emergent technologies.</p> <p>Assessment: Test 20%; Essay 80%</p>	Autumn	20
<p>Introduction to Political Economy (FBL)</p> <p>Module Description: This module provides an introduction to mainstream and heterodox views of political economy. Study of this module will help you to understand contemporary economic and political debates. It will explore the origins of these different perspectives/world views /ideologies and what the different views mean when we look at real world issues in economics and finance.</p> <p>Module content: This module introduces students to the study of the political</p>	Autumn	20

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<p>economy of advanced capitalist economies. The course is divided into three sections. The first section examines contemporary political economy's roots in the tradition of classical political economy, associated with theorists such as Adam Smith and Karl Marx, and assesses the ways in which political economy is distinct from both economics and international political economy. The second section explores the various conceptual approaches to the study of political economy and examines the various ways in which they approach some of the key conceptual problematic of political economy: namely, the relationship between material interests, political institutions and economic ideas. The course concludes with a comprehensive examination of a number of significant political economy themes: the evolution of the political economy of the state; the development of 'varieties of capitalism'; the rise of finance capital and the changes in corporate governance; and the construction and restructuring of the welfare state.</p> <p>Assessment: Essay 30%; Essay 70%</p>		
<p>Marketing in Action 1</p> <p>Module Description: This module has been specifically designed to give a detailed insight in to the fascinating world of marketing. It explores a variety of concepts, models and theories concerned with marketing, as well as relating them to the profession and reality of marketing in practice.</p> <p>Module content: The marketing myths and perceptions of the marketing profession; The marketing context of organisations; Monitoring the business environments; and Stakeholder Analysis.</p> <p>Assessment: Coursework 25%; Exam 75%</p>	Autumn	20
<p>PR Trends</p> <p>Module Description: This module introduces students to the commercial, political and societal context of public relations and provides an introduction to its academic and professional development.</p> <p>Module content: Theories and definitions of PR; Communication theory; Politics and public affairs; Ethics and professionalism; Globalisation and PR; and PR and the media.</p> <p>Assessment: Group Presentation 50%; Exam 50%</p>	Autumn	20
<p>Marketing Environment</p> <p>Module Description: This module has been specifically designed to give a detailed insight into the fascinating world of marketing. It explores a variety of concepts, models and theories concerned with marketing, as well as relating them to the profession and reality of marketing in practice.</p> <p>Module content: The marketing myths and perceptions of the marketing profession; The marketing context of organisations; Monitoring the business environments; and Stakeholder Analysis.</p> <p>Assessment: Exam 70%; Portfolio 30%</p>	Autumn	20
<p>Managing Organisations & People</p> <p>Module Description: This module is about the people side of business. It is structured into four main themes of motivation, management, leadership and teams. It looks at these within the context of culture, political environment, global working and intercultural competence. Each theme covers a range of inter-related topics. The module is one where students participate in developing not only the knowledge but the skills for employability in business and reflect on their development of these during the module. This module also requires students to start on the research process with guided research activities.</p> <p>Module content: The structure of the module is around main themes of Motivation, Management, Leadership and Teams and the context in which these all operate.</p>	Autumn Spring	20

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<p>Within the themes there are a variety of topics – all inter-related. The module covers motivation and its theoretical underpinnings and the link to reward and job satisfaction. The organizational context, culture, power and politics are included. Aspects of management, including the perceptual process, personality and individual differences, diversity and equity, intercultural competence, working globally are considered. The module also covers leadership approaches, theories across every approach, differences between leadership and management, inspirational leadership, distributed leadership, leading globally. Interpersonal and organisational communication skills are covered. The ability to work in a team and team skills are developed throughout the module.</p> <p>Assessment: Presentation 30%; Assignment 70%</p>		
<p>People Organisations & Management</p> <p>Module Description: This module is all about the people side of business. It is structured into four main themes of Motivation, Management, Leadership and Teams and looks at these within the context of culture, political environment, global working and intercultural competence. Within these main themes there are topics and these inter-relate across the themes. The module is one where students participate in developing not only the knowledge but the skills for employability in business and reflect on their development of these during the module. This module also requires students to start on the research process with guided research activities. The assessment provides students with a development challenge as well as being an assessment. For example, the group discussion which they have as their first component of assessment, and the practice and feedback they get, will develop their ability to be a critical thinker and to articulate the skills they can offer an employer. For the exam they will have preparatory research and reflection activities.</p> <p>Module content: Motivation, theoretical underpinnings, link to reward; Management including the perceptual process, personality; and individual difference, diversity and equity, intercultural competence, working globally; Leadership approaches, theories across every approach, differences between leadership and management, inspirational leadership, distributed leadership, leading globally; Teamwork, and vs group work, team development, job satisfaction; Interpersonal and organisational communication; and The organizational context, culture, power and politics.</p> <p>Assessment: Informed group discussion 40%; Exam 60%</p>	Autumn Spring	20
<p>Understanding Markets & Customers</p> <p>Module Description: This marketing module will help students become familiar with the key marketing principles and appreciate how contemporary marketing concepts are applied by organisations. Students will gain an insight into the challenges of applying marketing and the consequences for an organisation that fails to become customer orientated. At the end of this module students should be capable of analysing a business environment and apply an appropriate marketing mix and other marketing concepts to help an organisation achieve its market goals.</p> <p>Module content: Marketing and Fundamental Concepts - Introduction to Marketing, Business Orientations from production to Marketing, The role of marketing in businesses, Macro issues that influence business marketing plans, Micro issues that impact on a business marketing plan; Consumer Behaviour - Who is the customer?, How are consumer influenced?, The decision making process, The buying criteria; Marketing Mix – Product, Pricing, Distribution and Logistics, Marketing Communications, The Extended Marketing Mix (people, processes, physical evidence); and Sustainability and ethics in Marketing.</p> <p>Assessment: Report 70%; Portfolio 30%</p>	Autumn Spring	20
<p>Data Analysis for Finance</p>	Autumn	20

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<p>Module Description: To enable students to create, manipulate, and interpret business data using the appropriate basic statistical methods.</p> <p>Module content: Grouped and Raw Datasets – Measures of Dispersion: calculation and interpretation; Linear Regression - Calculation and interpretation of intercept and slope of the regression line as well as correlation; Time Series Forecasting - Calculate using Excel of Trend and Seasonal Variations for Additive and Multiplicative models; Probability - The definition of Probability. Probability Trees and conditional Probability (Bayes Theorem); Normal Distribution and transformation of a normal variate to a standard variate so that Z-tables can be utilised; Binomial and Poisson Distributions and their applications; Asset Depreciation and Break-Even Point; and Present and Net Present Value. Compounded interest rates and calculation of mortgage/loan repayments.</p> <p>Assessment: Exam 70%; Exam 30%</p>	Spring	
<p>Data Analytics and Management</p> <p>Module Description: The module ‘Data Analytics and Management’ enables students to – by using statistical methods - describe, present and identify the salient features of business data. These are essential tasks for commercial decision making. A series of learning activities will be undertaken in the classroom as well as in the IT lab (using Microsoft Excel). Relevant up-to-date, empirical examples will be used to show how these techniques methods are actually applied in business, including their limitations. Assessment is by means of one summative MCQ examination weighted at 100%. (For the rationale for this refer Section 30). Formative input is provided through a computer revision quiz available from Week 5 set up in such a way that a score of 40% and over opens the algorithmic door to a data set to be worked on without tutor supervision and the workings to be taken into the unseen open book examination. The formative test is available from Week 5 until the examination commences. The questions in the examination relating to the series data set are worth around 15% of the total.</p> <p>Module content: The module content progresses from the presentation of data in week 1 through Measures of Central Tendency and Dispersion (weeks 2-4), Index Numbers (Week 5), Time Series (Week 6), Regression and Correlation (Week 7) Probability (Week 8), Expected Monetary Value and Decision Trees (Week 9) and Financial Mathematics (Week 10). The rigour of the module has been enhanced by including reverse conditioning in the Probability section and Expected Monetary Value and Decision Trees in Week 9.</p> <p>Assessment: Exam 100%</p>	Autumn Spring	20
<p>Global Business Environment</p> <p>Module Description: <i>Global Business Environment</i> is a level 4 introductory module exploring the domestic and international business environment in which organisations operate. Private, public and third-sector organisations are part of a complex, interlinked, organic social system affording them both opportunities and threats. The module seeks to develop an understanding of the key external factors and issues that organisations face in all aspects of their activities and how they are placed in such an uncertain environment.</p> <p>Module content: The economic environment; The technological environment; The political and legal environment; The social and cultural environment; Macro-economic policies and tools of government; The globalisation of business; Corporate social responsibility; Sustainable development; Regional integrated areas.</p> <p>Assessment: Coursework 50%; Coursework 50%</p>	Autumn Spring	20
<p>Global Economic Awareness</p> <p>Module Description: This module will provide essential tools and theories of</p>	Autumn Spring	20

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<p>economics that provide business students with base to identify the economic dimensions of the human condition in a business environment. The module will promote an understanding of the operation of key global markets and consider important worldwide macro-economic issues.</p> <p>Module content: The economic problem and opportunity cost; The simple market mechanism and the invisible hand; Elasticity of demand and supply; Market analysis: currency markets, share markets, labour markets, price floors and ceilings; Overview of market structures; Explaining inter-national trade and foreign direct investment; Introducing macro-economic; Recent global economic developments; and Worldwide macro-economic issues.</p> <p>Assessment: Portfolio 30%; Exam 70%</p>		
<p>Accounting & Finance for Managers</p> <p>Module Description: The module will look at the accounting and finance information that is particularly relevant to managers. It will cover how financial performance is reported and some of the most frequently used techniques of financial decision making. Through lectures and seminars, it will provide an opportunity to discover what accounting and finance can do for a manager, what it cannot do, and how it can be used to identify performance.</p> <p>Module content: Introduction to accounting & financial statements; Preparing basic statement of financial position; Preparing the comprehensive income statements; Understanding the statement of cash flows; Interpreting financial statements using the published annual accounts of a PLC; Corporate capital structure and sources of finance; Cost classification and cost behaviour; Absorption and marginal costing; Understanding budgets and cash budgets; and Capital investment appraisal using appropriate tools and techniques.</p> <p>Assessment: Exam 100%</p>	Autumn Spring	20
<p>Business in Action</p> <p>Module Description: The module addresses the need for students to be able to experience the different challenges business managers face in a globalised competitive context. By using a business simulation software the module enables the students to experience first-hand the various challenges a business faces when run on a day-to-day basis. Groups at different levels will be given certain set tasks and will have to make decisions. The students will be introduced to the concepts of different types of businesses (public, private and third sector); become familiar with the various functions and departments within a business context; make sense of simple situations and problems businesses face on a day-to-day basis.</p> <p>Module content: Why Study Business - What is a Business: Its role and rules; Businesses: Typologies and Taxonomies - Forms of ownerships; Managing a Business - Management roles, functions and production systems; End to end support - Sales marketing and Customer Support; Accounting and Financial Resources; and Competitiveness in the Business Environment.</p> <p>Assessment: Presentation 30%; Report 70%</p>	Autumn Spring	20
<p>Business Venture Creation</p> <p>Module Description: Students will undertake the process of planning a new entrepreneurial venture. They will analyse other entrepreneurs and entrepreneurial ventures by discussing cases and listening to video presentations (e.g. TED). The module employs a number of cooperative learning techniques that require each student to play an active role. Students will be required to evaluate the viability of a business concept in a project based group setting. In particular, students will be expected to demonstrate ability to convert primary and/or secondary research they have conducted regarding market demand into viability for a new product/service.</p>	Autumn Spring	20

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<p>The supervision process during tutorials will provide feedback on the groups' business idea and planning.</p> <p>Module content: Ideation and Screening; Market Research and Opportunity size; Customer and Market channels; Resources and Costing; Pricing and Revenue model; Presentation Skills; and Concise Professional Report writing skills.</p> <p>Assessment: Presentation 20%; Assignment 80%</p>		
<p>Marketing Essentials</p> <p>Module Description: This module builds on the audit underpinnings provided in Marketing Environments. It has been specifically designed to give a detailed insight in to the fascinating world of marketing. It explores a variety of concepts, models and theories concerned with marketing, as well as relating them to the profession and marketing practice.</p> <p>Module content: Customer convenience (formerly Place); Customer value (formerly Price); Benefits (formerly Product); New Product Development (NPD); Innovation; Services Marketing: The extended mix; International Marketing; Relationship marketing; and The future of marketing: sustainable & digital marketing.</p> <p>Assessment: Exam 75%; Presentation 25%</p>	Spring	20
<p>Practical Marketing</p> <p>Module Description: This module provides the opportunity to put learning into practice. It outlines the key stages of a marketing project by addressing the need to identify the target customer/audience, the importance of information gathering, how to deliver customer expectations, the need for alternative approaches and reflection on success.</p> <p>Module content: Customer value propositions; Customer acquisition and retention; Scheduling time and resources; Objective setting; Planned v actual outcomes; Identifying possible risk factors; Allocation of identified resource; Measurement of progress; Contingency planning; and Budget implications of change.</p> <p>Assessment: Report 70%; Assignment 30%</p>	Spring	20
<p>Economics for Marketing</p> <p>Module Description: This module provides the essential tools and theories of economics that provide students with an appreciation of the economic dimension of marketing. It concentrates on how economics explains the role of markets and marketing, and how humans make decision in the marketplace.</p> <p>Module content: The economic problem and opportunity cost; The simple market mechanism and the invisible hand; Elasticity of demand and supply; Corporate guided markets for branded products; Price-relativity; Anchoring; The cost of zero; Social norms; Arousal; Procrastination; and Expectations.</p> <p>Assessment: Exam 75%; Presentation 25%</p>	Spring	20
<p>Accounting for Management</p> <p>Module Description: The module will examine the production and utilisation of financial information for management. It will also consider how shareholders can use financial statements as a means of evaluating how the firm's finances are managed.</p> <p>Module content: Introduction to management accounting and financial reporting; How businesses are financed; Costing: understanding cost behaviour; Budgeting: understanding budgets, cash budgeting; Working capital management; Capital investment decisions; and Interpretation: published financial statements.</p> <p>Assessment: Exam 100%</p>	Spring	20
<p>Accounting & Finance for HRM</p> <p>Module Description: The module will examine the production and utilisation of</p>	Spring	20

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<p>financial information for Human Resource management. A key focus of the module will be to make finances accessible to non-financial managers.</p> <p>Module content: Introduction to management accounting and financial management in an HRM context; How businesses are financed; Costing: understanding cost behaviour; Budgeting: understanding budgets, cash budgeting; Working capital management; Capital investment decisions; Interpretation: published financial statements; and Interpretation and use of financial reports in a context relevant to HRM decision making.</p> <p>Assessment: Assignment 40%; Report 60%</p>		
<p>Fundamentals of Human Resource Management</p> <p>Module Description: This module introduces students studying a specialist HRM degree to the essential basics of HRM in their first year. It forms the foundation for more in depth studies at Level 5 and Level 6.</p> <p>Module content: Nature and development of HRM; Purpose of HR planning; HR and ethics; Systematic approach to recruitment and selection; Introduction to learning and development; Performance and reward management; Discipline and grievance procedures; HRM information systems; Termination and redundancy; and International / global HRM.</p> <p>Assessment: Filmed boardroom discussion 30%; case study 70%</p>	Spring	20
<p>Identifying Learning Needs of Individuals & Organisations</p> <p>Module Description: This module introduces students to the importance of the accuracy identifying and balancing learning and development needs. The module reinforces the needs for organisations to have a clear identification and rationale for their objectives and of the skills and aptitudes they need to develop to provide the appropriate supportive competencies. Focus is given to the need for clear analysis to identify learning gaps from which appropriate provisions can be sought at individual, team or organisational level, further that these gaps should be interpreted and prioritised in connection to and harmonise with the wider organisational strategy to ensure that there is sufficient capability to sustain and ethical business performance.</p> <p>Module content: Taxonomies of learning; The learning gap; Tools for evaluating learning needs; Individual, team and organisational performance; Qualitative and quantitative data interpretation; Learning design; Business plans, objectives and new work standards, job descriptions and person specifications; Barriers and constraints to learning; Skills and aptitudes; Stakeholders; Organisational culture, dynamics and needs; Leadership and management; Types of delivery – directive, facilitative, supportive; Workforce is changing; TNA and LNA reliability; Organizational learning and needs; and RAM approach; Relevance, Alignment, Measurement.</p> <p>Assessment: Case study 50%; Report 50%</p>	Spring	20
<p>Leadership and Professional Practice</p> <p>Module Description: This module introduces students to concepts, theory and models of leadership, personal and professional practice contextualised to learning and development. The module will explore the broader issues and nature of leadership and professionalism in action and invites the students to reflect on their own professional practice and the values and virtues this implies on their decision making.</p> <p>Module content: Values and Virtue; Ethics and morals; Global Learning; Johari Window 'blind spot' Luft & Ingham (1955); Decision making; Hidden curriculum; Narrative; Dualism and pluralism; Difference; Culture and difference; Societal Challenges; Weltanschauung; Free moral agency; and Stakeholder.</p> <p>Assessment: Class discussion 30%; Report 70%</p>	Spring	20
<p>Managing, Assessing & Evaluating Learning & Development Activities</p>	Spring	20

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<p>Module Description: Students are introduced to the importance of assessment and evaluation of learning and development activities and its relevance in informing course design and how this needs to be attuned to the needs of the organisation. Students are exposed to theory and models debating the needs for clear strategic integration which are informed by clearly defined learning needs. Further how individual and group learning styles can impact on knowledge creation sharing and ultimately maximise the learning process. The module will initially explore the broader issues impacting on effective organisational learning to set context so that practitioners can clarify the critical success factors associated with the identification and prioritisation of learning needs, learning event design, effective delivery and strategies for evaluation, from which we can develop cost effective and business focussed learning interventions.</p> <p>Module content: Global Learning; External and internal factors impacting on effective learning and development in organisations; Theory, concepts and tool for identifying and prioritising learning needs at individual, group and organisational levels; Adult learning; Criteria setting; Evaluation tools – validity and reliability; Assessment tools – validity and reliability; Culture and difference; Communications, media and resource; Barriers and constraints to learning; and Organisational culture, dynamics and needs.</p> <p>Assessment: Assessment & Evaluation 50%; Report 50%</p>		
<p>Global Economics for HR Managers</p> <p>Module Description: This module will provide essential tools and theories of economics that provide business students with a base to identify the economic dimensions of ‘real world’ outcomes. The module will promote an understanding of wider macro-economic and policy issues relevant to human resource management.</p> <p>Module content: The simple market mechanism and the invisible hand; Elasticity of demand and supply; Market analysis: with an emphasis on labour markets; Price floors and ceilings; Rudimentary theory of the firm; Overview of market structures; Introducing the government and macro-economic objectives; Current issues in labour markets; Unemployment and employment policy; Economics of Migration; Economic returns to skills; and Skills mismatch.</p> <p>Assessment: Presentation 40%; Exam 60%</p>	Spring	20
<p>Intro to Financial Statement Preparation</p> <p>Module Description: This module develops the use of double entry bookkeeping and other techniques to produce company financial statements including cash flow. It allows covers the detection and correction of errors in accounting information. The module facilitates an appreciation of the way in which the desirable characteristics of accounting information and fundamental accounting concepts are applied in practice.</p> <p>Module content: Preparation of limited company financial statements from trial balance including income statement, statement of financial position, cash flow and statement of changes in equity; Detection and correction of errors; Accounting concepts and qualitative characteristics; and Accounting regulation: the law, International Accounting Standards, national accounting standards.</p> <p>Assessment: Assignment 30%; Exam 70%</p>	Spring	20
<p>Intro to Marketing Communications</p> <p>Module Description: This module offers an introduction to the tools and techniques available within the Promotional P of the marketing mix, marketing communications. It considers how different organisations use marketing communications tools in an increasingly complex and dynamic marketing environment. It introduces key theoretical concepts for primary (and supporting) media communications across a wide variety of tactics.</p> <p>Module content: Theories of communication and their role in various organisational</p>	Spring	20

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<p>contexts including B2C, B2B and NfP; The role of advertising as a marketing communications tool; An introduction to primary and supporting media; An introduction to Sales Promotion; An introduction to Personal Selling; An introduction to Direct Marketing; An introduction to Public Relations; An introduction to Sponsorship; An introduction to POS, Packaging and Merchandising; and An introduction to Ambient, Guerrilla and Viral Marketing.</p> <p>Assessment: Coursework 50%; Exam 50%</p>		
<p>Introductory Macroeconomics</p> <p>Module Description: This module is designed to give an introductory overview of macroeconomics. The module covers both theoretical and policy issues and will debate important questions concerning unemployment, exchange rates, what determines economic growth and what causes inflation and why is it a problem among other issues. Real-world situations will be discussed in order to illustrate the relevance of macroeconomics to students.</p> <p>Module content: An overview of the macro-economic environment for business; Foreign exchange rate markets and its effect on trading conditions; The circular flow of income and the National Accounts; The open economy Keynesian Cross framework; The financial sector of the economy and its inter-actions with the non-financial sector; The inflation-unemployment trade-off; and Money and interest rates, fiscal and monetary policy in an open macro-economy.</p> <p>Assessment: Exam 50%; Exam 50%</p>	Spring	20
<p>Introductory Microeconomics</p> <p>Module Description: This is the first key module in fundamental microeconomic concepts and principles, taken by students. It follows on from the basic principles taught in Economic Awareness by providing a more rigorous grounding in the essential tools of microeconomic analysis. It also introduces students to some of the essential mathematical techniques employed routinely in economic analysis. The principal learning outcomes are: (1) a sound knowledge of modern microeconomic theories and methods; (2) the ability to apply these methods to analyse critically government policies; (3) a sound understanding of and an ability to apply relevant mathematical methods.</p> <p>Module content: The module provides an introduction to the market system and consumer and producer behaviour. Topics covered include demand, supply, elasticities, taxes, welfare and public goods. Different market structures are studied including perfect competition, monopoly and oligopoly. Market failure and the need for government intervention are also analysed. Strategic behaviour is investigated using game theory and market failure theory.</p> <p>Assessment: Essay 30%; Exam 70%</p>	Spring	20
<p>Journalism Practice & Principles</p> <p>Module Description: This module explores essential themes in news production and journalism. It will be organised around three central areas: industry - encompassing issues surrounding ownership, control, spin, politics and economy; text - which may focus on discourse analysis, representation, ideology, bias, and human computer interaction; and audience. Students will examine concepts such as the public sphere, ethics, audience reception models, media effects, culture, blogging and citizen journalism. Discussion of these issues and debates will be contextualised in relation to traditional and emergent media forms.</p> <p>Module content: Media effects; Representation and the media; Reporting law and order; The rise of citizen journalism; The PR agenda; Alternative media; Tabloidisation of the media; Ethics; Regulation; Emergent technologies; Globalisation of news; and Rise of infotainment.</p>	Spring	20

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<p>Assessment: Presentation 40%; Essay 60%</p>		
<p>Management Accounting</p> <p>Module Description: This module will build on the knowledge acquired in Introduction to Accounting and introduce students to further concepts and principles of management accounting.</p> <p>Module content: Absorption versus marginal costing; Process costing (introduction); Relevant costing; Linear programming; Short-term decision making - CVP, make or buy, limiting factors, joint and by products; Basic investment appraisal - payback, NPV, IRR; and Detailed variance analysis and budgeting.</p> <p>Assessment: Coursework 30%; Exam 70%</p>	Spring	20
<p>Marketing in Action 2</p> <p>Module Description: This module builds on the audit underpinnings provided in Marketing in Action 1. It has been specifically designed to give a detailed insight in to the fascinating world of marketing. It explores a variety of concepts, models and theories concerned with marketing, as well as relating them to the profession and reality of marketing in practice.</p> <p>Module content: Buyer Behaviour: B2C buyers & retail marketing; Business-to-business (B2B) Marketing; Place: Customer convenience; Pricing: Customer value; Product: Benefits, New Product Development (NPD), Innovation; Services Marketing: The extended mix; International Marketing; Relationship marketing; and The future of marketing: Sustainable & digital marketing.</p> <p>Assessment: Presentation 25%; Exam 75%</p>	Spring	20
<p>PR & the Media Environment</p> <p>Module Description: The module introduces students to contemporary issues in the media environment relevant to the Public Relations practitioner and follows on from the Level H4 module Principles of PR in Semester 1. It tests students' understanding of the media necessary for work in PR, and presentation & essay writing skills.</p> <p>Module content: Changing nature of contemporary media, especially the convergence of media, fragmentation of the audience and digital & social media; Different theories & understandings of contemporary media; Linear Model of communication and Communication as Culture; Role of contemporary media in communication and society - uses of media - cultural role – public service broadcasting - news values - media in the political process; Media regulation and structure, ownership & control of media - legal and policy framework, cross-media ownership/concentration of ownership. Global organisations; Understanding audiences and publics. Journalism and PR. News sources - official, unofficial, & PR; Different needs for content of different media. Pseudo-events, news management; Use of media to reach target publics; and PR & media ethics.</p> <p>Assessment: Presentation 20%; Essay 80%</p>	Spring	20
<p>Radio Journalism</p> <p>Module Description: A practical module aimed at teaching students basic radio techniques, developing newsgathering skills and providing an understanding of writing news for radio. It will also include shorthand speed development. Assessment will be a portfolio of radio work, plus shorthand speed exam.</p> <p>Module content: How a radio news environment works, roles, responsibilities, technical production and output; News identification, gathering and reporting skills; Writing for radio, structuring story, working to deadlines; Packaging audio news reports and bulletins; OFCOM regulation; Technical training: digital recording, editing, using studio and portable equipment; Presentation and interviewing skills; and Voice training.</p>	Spring	20

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<p>Assessment: Portfolio 80%; Exam 20%</p>		
<p>Communications Ethics and Regulations</p> <p>Module Description: This module provides the foundation knowledge required for public relations, journalists and media practitioners to understand their rights and responsibilities in relation to the public. It also introduces students to the tools necessary for making decisions regarding the use of mass media by examining the legal, ethical and regulatory systems which govern contemporary communications industries.</p> <p>Module content: Media Law and Terminology; Human Rights and the Media; The Media and Morality; Media Culture and the Clash of Priorities; The Effects of Organizational Structure on Moral Decision Making; Personal and Professional Ethics; Media Loyalties; Forming Ethical Standards for the Mass Media; Professional Codes and the Law; Social Responsibility; The Media and Professionalism; Advocacy and Agency; and Ethics and Persuasion.</p> <p>Assessment: Exam 50%; Presentation 50%</p>	Spring	20
<p>PR Portfolio 1 – Contemporary PR Skills</p> <p>Module Description: The module introduces students to the practical and contemporary issues of the PR practitioner and is the start of the Portfolio development module that runs through each level of the course, helping to build student employability through the practical elements as well as presentation and CV skills.</p> <p>Module content: Contemporary tactics and techniques of PR practice: Press launches, event management, sponsorships, photo-opportunities, product launches, electronic PR, social media and proposals. Presentation skills, working enterprisingly and independently, interview skills, writing skills, skills for employability, social awareness, enterprise, digital literacy and a global outlook.</p> <p>Assessment: Presentation 20%; Portfolio 80%</p>	Spring	20
<p>Introducing Media Law</p> <p>Module Description: This module provides the foundation knowledge required for journalists and media practitioners to understand their rights and responsibilities in relation to the public. It examines the legal and regulatory systems which govern the Media in England.</p> <p>Module content: Sources of law and legal terminology; Common Crimes; Human Rights and the Media; Access to Courts; Court Visits; Contempt of Court; General Reporting Restrictions; Criminal Reporting Restrictions; and Challenging Reporting Restrictions.</p> <p>Assessment: Exam 100%</p>	Spring	20

LEVEL 5 – 2ND YEAR UNDERGRADUATE

Some 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>Human Resource Concepts & Skills</p> <p>Module Description: This module aims to develop HR skills in recruitment processes but contextualised in the graduate recruitment market therefore providing students with the opportunity to improve and develop their knowledge in a context very relevant to their (potential) experience.</p> <p>Module content: Current Research on the Employability Context; Research on recruitment techniques, locally and internationally; Concept of Assessment Centres as a recruitment tool; Perspectives of Team working and group cohesion techniques; and HR intervention tools to develop and enhance employee self awareness for example BELBIN SPI, MBTI.</p> <p>Assessment: Group Project 40%; Individual CPD interview on skill development 60%</p>	Autumn	20
<p>Management of Human Resources</p> <p>Module Description: This module covers contemporary theory in the Management of Human Resources, and applies it to a variety of organisational settings. Human Resource Management policies are analysed from the perspective of managers within organisations. Case studies are investigated to identify best practice and practical solutions for organisations.</p> <p>Module content: This module covers a range of issues related to the management of Human Resources in Organisations. It begins with an introduction to Human Resource Management in a business context, including contemporary theories. It then looks at the main aspects of Human Resource Management which are essential for managers to understand. This includes, resourcing, diversity, reward and performance, managing the employment relationship, international human resource management and developing the human resource for competitive advantage. A case study approach is utilised throughout in order to compare practices from a range of organisations.</p> <p>Assessment: Report 50%; Exam 50%</p>	Autumn	20
<p>Futures: Evolution of media</p> <p>Module Description: ‘Futures’ is a mainly theoretical module which explores the rapidly changing circumstances and environment of global media. It looks specifically at the rise of network and digital technologies focussing on how they impact on more traditional forms of media and provides critical awareness of changes in the production of the media. There is also a practical element, where students will put some of the theory into practice. It is assessed by an exam essay, and a multi-media portfolio.</p> <p>Module content: Globalisation of media and journalism practice; The rise of the network society; Technological innovations: ‘new’ media content and formats; In depth examination of the role and workings of Google; Crowdsourcing the news: how social media is transforming journalism; Advanced search strategies; Search engine optimisation and its impact on journalism; Future of ownership (case studies on creative commons and open source); Crowdsourcing the news; Effect of network technology on cognition; The future of analogue media; and Data journalism, list journalism, live blogging, curation.</p> <p>Assessment: Portfolio 25%; Exam 75%</p>	Autumn	20
<p>Dealing with Accounting Adjustments</p>	Autumn	20

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<p>Module Description: This module will enable students to apply International Accounting Standards in the production of financial statements and facilitate an evaluation of accounting standards in the context of accounting concepts and the qualitative characteristics.</p> <p>Module content: The new material introduced as part of this module includes: Asset recognition and intangibles/impairment; Leases; Liability recognition and provisions, contingent liabilities and contingent assets & events after the reporting date; Revenue recognition and construction contracts; Deferred tax; Share Options; Employee benefits and pensions; and Financial Instruments.</p> <p>Assessment: Coursework 30%; Exam 70%</p>		
<p>Intermediate Management Accounting</p> <p>Module Description: This module will further develop skills acquired in Management Accounting in processing and analysing information for the purposes of management reporting.</p> <p>Module content: Process costing (FIFO, weighted average); Specialist management accounting techniques – ABC, target, lifecycle, throughput and environmental accounting; High-low method, regression analysis, learning curve theory; Advanced variance analysis - mix and yield, and planning and operational; Risk and uncertainty; Performance analysis and behaviour, return on investment, residual income, divisionalisation; Pricing and transfer pricing; and Budgeting alternatives – rolling, zero, incremental, beyond budgeting.</p> <p>Assessment: Coursework 30%; Exam 70%</p>	Autumn	20
<p>Finance for Business</p> <p>Module Description: The module looks at the accounting and finance information that is particularly relevant to business managers. It will cover how financial performance is reported and some of the most frequently used techniques of financial decision making. Through lectures and seminars, it provides an opportunity to discover what accounting and finance can do for a manager, what it cannot do, and how it can be used to identify performance.</p> <p>Module content: Introduction to accounting & financial statements; Preparing basic statement of financial position; Preparing the comprehensive income statements; Understanding the statement of cash flows; Interpreting financial statements using the published annual accounts of a PLC; Corporate capital structure and sources of finance; Cost classification and cost behaviour; Absorption and marginal costing; Understanding budgets and cash budgets; Capital investment appraisal using appropriate tools and techniques.</p> <p>Assessment: Exam 100%</p>	Autumn	20
<p>Intermediate Macroeconomics for Business</p> <p>Module Description: The module builds on earlier studies in macroeconomics to provide students with an understanding of recent developments in both theory and policy through the examination both of national economies and of international linkages between economies. Among the topics covered are economic growth, IS/LM model, Aggregate supply and demand in the open economy and stabilisation policies. The module involves both the analysis of theoretical models and the examination of a number of case studies drawn from recent economic events.</p> <p>Module content: The Keynesian IS-LM Framework; the Post-Keynesian Theory of Employment; the Neo-Classical Theory of Employment and Inflation, including the Barro-Gordon Expectations Augmented Phillips Curve model and the AD-AS model; Neo-Classical Growth theory; Post Keynesian Theory of Growth and Inflation; and The policy implications of each framework will be considered and the alternative approaches to promoting a stable macro-economic environment considered.</p>	Autumn	20

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Assessment: Assignment 30%; Assignment 70%		
<p>Intermediate Microeconomics for Business</p> <p>Module Description: This is the second key module in fundamental microeconomic concepts and principles, taken by students on the Economics For Business degree. It follows on from the core material taught in Introductory Microeconomics and continues to provide a rigorous grounding in the essential tools of microeconomic analysis. It also introduces students to some of the essential data analysis techniques employed routinely in economic analysis. The principal learning outcomes are: (1) a sound knowledge of modern microeconomic theories and methods; (2) the ability to apply these methods to analyse critically government policies; (3) a sound understanding of and an ability to apply relevant quantitative methods.</p> <p>Module content: Economics: The Price-Taking Firm, Competitive Markets, Welfare Economics, Monopoly, Cartels & Monopolistic Competition, Oligopoly, Game Theory, Asymmetric Information, Externalities & Public Goods.</p> <p>Assessment: Assignment 30%; Exam 70%</p>	Autumn	20
<p>Information Technology for Accountants</p> <p>Module Description: The module will give students hands on experience of a computer based accounting system. Students will use an accounting software package to process transactions and produce simple management accounts and financial reports. The module will also facilitate the development of excel spreadsheet skills to produce financial information to support management decision making. * Students will require access to accounting software.</p> <p>Module content: Indicative Content: Software 'housekeeping – The system, backing up etc.; Setting up various functional areas within the system e.g. sales and purchase ledger; Analytical review and amending errors; Accounts preparation; Production of financial forecasts; and Financial modelling.</p> <p>Assessment: Exam 50%; Coursework 50%</p>	Autumn	20
<p>Managing Resources for PR and Marketing</p> <p>Module Description: This module introduces students to the importance of finance and human resources within all organisations but specifically those within the fields of Marketing and PR. Students will learn how to apply key accounting techniques so that they can assess organisational performance from a financial perspective and understand the role of the line manager in facilitating the optimum performance from employees in order to sustain and improve performance at individual, team and organisational level.</p> <p>Module content: The business organisation, its objectives, decision making processes and stakeholders; Sole traders, partnerships and limited companies; The role of accounting; The bases and construction of the main financial statements; The problems of asset valuation and depreciation; Corporate capital structure - shares and borrowing; The interpretation of financial statements; The role of directors, introduction to corporate governance; The role of management accounting; Introduction to costing; Budgets and forecasts (cash, income statement, balance sheet) – cash versus profit; The Development, Role & Function of HRM; The Role & Activities of HRM – specialists vs. line managers; People Resourcing - Work Life Balance & Flexibility, Recruitment & Selection; Learning & Development - Individual & Organisational Learning, the Systematic Model of Training; Performance Management - Reward Structures, Performance and Reward; and Employee Relations - including Employee Relations & Negotiation Issues, Discipline, Grievances & Dismissal.</p> <p>Assessment: Exam 100%</p>	Autumn	20
Marketing Research	Autumn	20

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<p>Module Description: This module is designed to attain the basic understanding of the Marketing Research process and further develop knowledge and skills in planning and implementing marketing research projects.</p> <p>Module content: Introduction to Marketing Research; Planning Research; Collecting research data: desk, secondary & primary; Ethical considerations; Sampling & questionnaire design; Quantitative research; Qualitative research; Data analysis; and Report presentation.</p> <p>Assessment: Coursework 100%</p>		
<p>Reporting 2</p> <p>Module Description: This is a practical, hands-on module aimed at building on skills learned in Reporting 1 in level 4. It teaches Level 5 students to ethically source material to produce features, conduct in-depth interviews and write in a detailed, descriptive and opinionated manner. Students will be expected to go outside of their comfort zone and conduct interviews with people from outside of their own cultural context (for e.g. international students/single-issue community groups) source original copy and write with specific publications in mind. Shorthand is also part of this module.</p> <p>Module content: Engage with diverse cultural and global issues; Feature writing; Analysis of global and home markets for features; Develop lateral thinking; Professional principles of ethical feature writing; Create lively, informed copy for different markets; Evaluate feature writing; Take part in copy clinics and peer review; and Shorthand.</p> <p>Assessment: Portfolio 80%; Exam 20%</p>	Autumn	20
<p>Reporting 2 for Public Relation</p> <p>Module Description: This is a practical, hands-on module aimed at building on skills learned in Reporting 1 for PR in level 4. It teaches Level 5 students to ethically source material to produce features, conduct in-depth interviews and write in a detailed, descriptive and opinionated manner. Students will be expected to go outside of their comfort zone and conduct interviews with people from outside of their own cultural context (for e.g. international students/single-issue community groups) source original copy and write with specific publications in mind.</p> <p>Module content: Engage with diverse cultural and global issues; Feature writing; Analysis of global and home markets for features; Develop lateral thinking; Professional principles of ethical feature writing; Create lively, informed copy for different markets; Evaluate feature writing; and Take part in copy clinics and peer review.</p> <p>Assessment: Portfolio 100%</p>	Autumn	20
<p>Retail Management</p> <p>Module Description: This module aims to set retailing activities into a marketing context from both a European and global perspective and provide a coherent framework for the recognition of key retail marketing strategic issues. It will also provide a framework for students to understand the organisational and operational issues related to successful retail marketing activity.</p> <p>Module content: The Retail Marketing environment – from a global perspective including factors bringing about change, the development of retailer power, retail market structure and consumer trends including consumerism issues; The Impact of Information Technology including key retail issues such as the marketing interface with stock control and logistics; Retailing strategy - an appreciation of present and future trends in the industry; Customer needs and wants and resulting research issues - including identification of existing and potential customers, the retail store choice process, changing customer attitudes and trends, retail positioning and segmentation</p>	Autumn	20

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<p>issues; The Retail Marketing Mix including an understanding of how the retail mix differs from the standard marketing mix, category management and assortment and the role of advertising and promotion; The Retailer as a brand - key contemporary issues in retail branding including the relationship between manufacturer and retailer branding strategies; and Creating the Retail Selling Environment – the principles and practice of in-store planning and presentation including key aspects such as atmospherics.</p> <p>Assessment: Assignment 100%</p>		
<p>Social Psychology of Communications</p> <p>Module Description: This module examines communication from social and psychological perspectives. It enables you to develop a deeper understanding of current public debates and everyday social interactions using five key approaches: non-verbal communication; social influence and persuasion; argument and rhetoric; communicative action; identity and representation. There will be a particular focus on the theme of culture in its broadest sense – within organisational, social, national, and international contexts to support the graduate attribute of Global Outlook. As part of this focus, there will be an emphasis on developing your self-awareness as a student and prospective communication practitioner.</p> <p>Module content: Nonverbal communication - culture, feeling rules and display rules, impression management, nonverbal behaviour, nonverbal communication, self-presentation; Social influence- attitudes, beliefs, modes of influence including persuasion, leadership, conformity and resistance in group behaviour; Argument and rhetoric – persuasion, argument, the speaker, audience, ethos, logos and pathos; Communicative action - public sphere, lifeworld, perspective-taking, inter-subjectivity, language games; and Identity and representation - cultural difference, culture, encoding-decoding, identity, ideology, resistance, social representation.</p> <p>Assessment: Coursework 30%; Exam 70%</p>	Autumn	20
<p>Learning & Development in Organisations</p> <p>Module Description: The module is interactive in nature and aims to maximise student involvement via a range of individual and group activities facilitating the development of graduate attributes. It places learning and development in the context of the reality of current organisations, emphasising its critical role in organisational effectiveness. It considers in depth the processes of identification of training and development needs, the design, delivery and evaluation of learning. Learning outcomes relate to the development of core skills and knowledge in the area of Employee Development practice. These have been designed to meet the CIPD assessment criteria (specific reference to Unit 5HRD and 5DCM).</p> <p>Module content: Indicative content will include The contribution of learning and development to organisational effectiveness; The context for learning and development including international contexts; Theoretical underpinnings for learning and development including the application of theories and models to varied employee and organisational settings; Structured processes for the organisation and management of learning and development; Contemporary Learning and Development interventions including coaching, mentoring and e learning; and The development of learning and development skills.</p> <p>Assessment: Essay 60%; Coursework 40%</p>	Autumn	20
<p>Integrated Marketing Communications</p> <p>Module Description: This module offers an in-depth appreciation of the integrated marketing communications planning framework and its relevance in contemporary marketing communications activities and campaigns.</p> <p>Module content: Introduction to integrated marketing communications planning; Theory of marketing communications and consumer behaviour as it relates to</p>	Autumn	20

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<p>integrated planning; Segmentation, targeting and positioning; Importance of a brand narrative; Communications for B2B and service brands; Communication through internal marketing; Integrating the communications toolbox; Regulation and ethics; Campaign planning and implementation; Budgets and control; and Marketing communications in the future.</p> <p>Assessment: Written assignment 80%; Portfolio 20%</p>		
<p>Media Law in Context</p> <p>Module Description: This module builds upon knowledge acquired in Level 4's Introducing Media Law. It provides the professional knowledge required for journalists and media practitioners to understand their rights and responsibilities in relation to their work in the public domain. It examines the legal and regulatory systems which govern the media in England in relation to defamation, privacy, government and journalistic sources. It requires students to not only acquire knowledge but to apply it in a journalistic environment.</p> <p>Module content: Confidentiality; Privacy; Journalistic Sources; Data Protection; Copyright; Official Secrets; Freedom of Information; and Public Order and the Media.</p> <p>Assessment: Exam 80%; Assignment 20%</p>	Autumn	20
<p>Managing & Growing a Small Business</p> <p>Module Description: This module provides the experience of planning, launching and running a business enterprise using a in a business simulated environment. Groups of students undertake market analysis and produce a financially viable business plan for their investors. The groups will then run the business via a simulation platform and make decisions based on the outcomes to improve performance. Each team must produce a final analysis of the results of their enterprise.</p> <p>Module content: Industry, Environment, Strategy; Finance and Financial Statements for Business; Business Planning; Decision making; Performance Measurement and Management; Annual Reports; and Assessment Preparation.</p> <p>Assessment: Business pitch presentation 30%; Assignment 70%</p>	Autumn	20
<p>International Operations & Global Supply Chain Management</p> <p>Module Description: The module provides students with conceptual and practical tools to interpret and analyse businesses and organisations that operate with an international scope. This international aspect provides unique and distinct challenges for managing Operations and supply chain, in particular: The substantial if not complete global nature and length of supply chains both upstream and downstream; The challenges and opportunities of outsourcing and offshoring; The cultural dimensions of choosing locations and managing operations and franchises on a global stage; Integrating standard operations management tools and techniques into a global framework; and Managing and manipulating demand and planning data along supply chains.</p> <p>Module content: The context for both learning and assessment will be focused around operations and businesses that operate internationally but with a range of international contexts such as SME exporters, Multi and Transitional corporations, International franchisees, offshorers etc. The topics are integrated between standard operations concepts such as supply networks and planning processes but which are extended to include the international aspects, and more focused dedicated content such as international strategies, offshoring and culture: Operations ITO & value network; Planning & Control; International context; International ops strategies; Global Supply networks; Outsourcing and Offshoring; Facilities and locations; Capacity & demand management; Performance measurement; and Cultural dimensions in international organisations and its impact on operational performance.</p> <p>Assessment: Report 30%; Report 70%</p>	Autumn	20

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<p>International Trade Policy & Practices</p> <p>Module Description: This module familiarises students with the most important practical and legal aspects of the foreign trading operation. Financing, insurance, documentation, goods handling, and transportation are discussed within the context of an export contract and also under counter trade arrangements.</p> <p>Module content: International trade theory and policy. Theoretical motivations of International Trade, including: theories of international trade; absolute advantage and comparative advantage; factor-proportions theory. Trade policy, including: protection vs liberalization; International trade agreements; tariffs on trade. The practicalities of exporting goods and services. This includes: Transportation and transport documentation; transport modes and selection; transport insurance. Market selection and pricing, including: Foreign market selection and PDM/Logistics; market entry methods; physical distribution management; choosing and using foreign agents and distributors; setting an export price; invoicing; pricing through the distribution channel; price escalation. Financing and Risk Management for trade, including: financing export transactions: negotiating and discounting, factoring and forfeiting techniques, invoicing, use of export finance companies and confirming houses; documentary collections and credits, promissory notes; countertrade; techniques to manage risk against non-payment. Foreign exchange and legal aspects, including: Foreign currency invoicing and exchange risk; currency options and contracts; general principles of law relating to the international sale of goods; general principles of law relating to the international carriage of goods; and legal aspects of carriage by sea, road, rail, air and multi-modal transport</p> <p>Assessment: Group export plan 30%; Exam 70%</p>	Autumn	20
<p>Global Management Practice</p> <p>Module Description: This module explores the leadership skills and competencies required for managers in a global environment. Opportunities exist for students to benchmark themselves against those skills as potential Global Graduates and plan personal skills development. The ethos of the module will promote intercultural activity and interaction via participative work with attendance monitoring as part of the process. Indicative topics such as strategic leadership skills, cultural awareness, cultural perception, culture shock, cultural learning, intercultural team-working and communication.</p> <p>Module content: Global Leadership Competencies frameworks; Planning Competency Development; The value of competency development in the achievement of Organisational objectives; Diversity in International Business; Global Employability; Cultural Learning; Cultural Intelligence; Culture shock responses; Intercultural team-working; Diversity in International Business; and Intercultural Communication.</p> <p>Assessment: Coursework 30%; Coursework 70%</p>	Autumn Spring	20
<p>Managerial Decision Making</p> <p>Module Description: This module aims to provide an understanding of the nature of managerial decision making and its complexities including the tensions between ethics and cost effectiveness. The role of cognition, perception and motivation in decision making is considered as well as the managerial negotiation skills needed in effective decision making. The module is both practical and underpinned with appropriate academic theory.</p> <p>Module content: This module will begin with a consideration of the context within which managerial decisions are made. This includes: problem/issue identification and investigation of the specific nature and scope of the problem/issue. It will then consider the approaches to generating and evaluating options to address the problem/issue. This includes for example, decision matrices. Consideration of risk,</p>	Autumn Spring	20

<p>cost versus benefits; ethics and politics will also be explored in the context of understanding the short, medium and long term impact of any decision. The various approaches to decision making will be compared and contrasted, for example, rational and intuitive, qualitative and quantitative, formal and informal, individual and group. Students will be required to use both divergent and convergent thinking skills. Finally, the application of all of the above knowledge will be applied throughout the learning process and culminate in an ability to make and justify managerial decisions in a range of different contexts.</p> <p>Assessment: Boardroom discussion 30%; Report 70%</p>		
<p>Marketing Communications</p> <p>Module Description: This module will provide students with the skills and knowledge needed that enable contemporary marketers to manage their marketing communications and brand support activities for organisations operating in a variety of different market sectors.</p> <p>Module content: Introduction to marketing communications; Introduction to segmentation, targeting and positioning; Importance of a branding; Introduction to Advertising; Messages and media; Sales promotion and sponsorship; Direct Marketing and Personal Selling; Corporate Identity and PR; Digital Marketing Communications; and Campaign planning and implementation.</p> <p>Assessment: Coursework 100%</p>	Autumn Spring	20
<p>Sustainable Development</p> <p>Module Description: The module explores the global dimensions of environmental impacts and a broad range of environmental concerns with a primary focus on global climate change. Students will learn about the competing perspectives that are applied to the concept of sustainable development and will evaluate the range of policies that seek to enable individuals, business and governments to behave in an environmentally sustainable way.</p> <p>Module content: The range of environmental challenges; Competing perspectives as to the nature of sustainable development- market, socialist and green approaches; Policies to tackle environmental problems; The ethics of sustainable development; Theories of achieving global co-operation; and The debate about global warming and the policy response.</p> <p>Assessment: Group research report 50%; Essay 50%</p>	Autumn Spring	20
<p>Management & Strategy</p> <p>Module Description: The module provides students with the tools to understand the range of issues modern businesses need to consider to survive in a global environment, covering issues such as strategy, structure, culture, leadership, change management and motivation theories.</p> <p>Module content: Strategic management and assessing the competitive market; Evaluation of strategic options and the implementation of strategic plans; Project management; The process of effective change management; Information systems; Marketing; Managing human capital; The global business environment; Organisational culture; Communication; Motivation; Group dynamics; Leadership; and Business structures.</p> <p>Assessment: Exam 70%; Coursework 30%</p>	Autumn Spring	20
<p>Financial Management</p> <p>Module Description: The purpose of this module is to develop an understanding of the structure of business finance and its application to the decision-making processes in organisations. The module examines the theoretical concepts and practice of modern approaches to business finance. It is intended that this module will enable</p>	Autumn Spring	20

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<p>students to develop their intellectual, academic, communication and problem-solving skills.</p> <p>Module content: Corporate objectives and financial objectives; Sources of long term finance, financing instruments, financial markets and the efficient market hypothesis; Cost of capital and optimal capital structures; Capital structure theories and the significance of operating and financial leverage; Rationale for and methods of capital investment appraisal in certain and uncertain conditions; Working capital management and liquidity, including sources and costs of short term finance; Valuation of shares and organisations as a whole; and Corporate law relating to the capital and financing of companies, share capital, ordinary and preference shares, loan capital, debentures and company charges, capital maintenance.</p> <p>Assessment: Exam 70%; Presentation 30%</p>		
<p>Managing in Public & Private Sectors</p> <p>Module Description: The module addresses the need for students to consider management issues and concerns in a wide variety of organisations, including public, not-for profit and third sector. It specifically concerns the increasingly important part played in the global economy by partnerships and collaborations between public, private and third sector bodies, and considers the managerial skills and competencies needed to manage and network with and across sectors and organisations. The module will also address the need for students to be aware of the differing organisational contexts in which management is practised.</p> <p>Module content: Managing in public, private and not-for profits – convergence; Managing in markets, hierarchies and networks; Choice of approach- when to collaborate; Skills for managing collaborations, partnerships and networks- managing relationships and engaging stakeholders; ‘Alternative’ Organisational forms- social enterprises; arms length, commissioning and co-production; and Managing for social value- measurement, impact; social capital.</p> <p>Assessment: Assignment 30%; Assignment 70%</p>	Autumn Spring	20
<p>Entrepreneurial Marketing</p> <p>Module Description: This module aims to examine and evaluate the role of marketing within an entrepreneurial setting, its contribution to the achievement of entrepreneurial goals, together with the development and implementation of entrepreneurial marketing actions. Students will be able to identify opportunities for entrepreneurial marketing activities within both profit and non-profit Enterprises of any size, any industry and any sector.</p> <p>Module content: Definitions and the basis for Entrepreneurial Marketing; Skills and competencies of an entrepreneurial marketer; The entrepreneurial customer; Entrepreneurial research and market creation; Identifying and evaluating marketing opportunities; Entrepreneurial use of brands; The Entrepreneurial Marketing Plan; Novel, innovative, risk-taking and proactive ways of marketing; Marketing for start-ups and new ventures; The Entrepreneurial Sales Force; The role of marketing in facilitating the development of networks; and Digital Entrepreneurs.</p> <p>Assessment: Creative piece 30%; Report 70%</p>	Autumn Spring	20
<p>Operations & Supply Chain Management</p> <p>Module Description: Develop student’s ability to examine complex businesses and organisations to determine how the operations and its supply chain produce competitive advantage and improve performance to customers. By using a range of real life scenarios using both qualitative and quantitative data in different media students learn to first comprehend, then apply and analyse concepts and principles from the field of operations and supply chain management. Assessment takes the form of a multi-media case constructed using a real life client organisation, which the</p>	Autumn Spring	20

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<p>students have to navigate and analyse, and make recommendations for improvement using the tools and techniques they have learnt.</p> <p>Module content: The context for both learning and assessment will be around a range of contexts including both Small and Medium Enterprises, as well as corporate contexts, in public and private, service and manufacturing sectors - Process Types, mapping & Design; Supply and Value network Design; Sourcing network and supplier management; Managing capacity and demand; Inventory management; Advanced Process design; Service Design; Lean; Operation configurations; and Operations Strategy.</p> <p>Assessment: Portfolio 30%; Set exercise 20%; Report 50%</p>		
<p>Sales Management</p> <p>Module Description: The module explores the sales function and its management. Sales are the life blood of commercial organisations and students are enabled to understand the role of sales people in a variety of contexts – both consumer and organisational markets. This is extended into the management of the sales force and the sales process.</p> <p>Module content: Importance of selling and its place within the marketing mix in a global context; The sales process and sales role in transactional and relationship marketing; Ethical issues in selling; The sales environment and enterprise culture; Purchasing systems and buyer behaviour (business to business emphasis); Introduction to sales management and its role in marketing and corporate strategy; Sales Management – functions, scope and ethics; Leadership & motivation; Sales force size, structure related to market needs; Reward systems, remuneration & retention; Evaluation, appraisal & training; Management information in planning, reporting and control; Sales budgets and forecasting; Impact of IT and E-commerce on Selling and Sales Management; and Key account management.</p> <p>Assessment: Coursework 30%; Report 70%</p>	Spring	20
<p>Principles of Advertising</p> <p>Module Description: ‘Principles of Advertising’ is a highly informative module that provides an insight into the operational and tactical issues involved in the development of an advertising campaign. This module serves to blend both academic principles and real practitioner-based skill together.</p> <p>Module content: An understanding of how the advertising industry works, the reasons for choosing advertising from the marcomms mix, exploring the different academic models of how advertising works, creating an advertising message, exploring creative choices involved in advertising, all media options (broadcast, print, social, digital etc), an insight into the organisation and behaviour of an advertising agency and how advertising is planned and executed (roles/structures, agency choices, pitching/briefing), ethical issues arising, regulating the industry, global v multinational advertising, the advertising development process.</p> <p>Assessment: Exam 100%</p>	Spring	20
<p>Business Decision Making</p> <p>Module Description: This module addresses the tensions between ethical considerations in decision-making and cost effectiveness and helps to develop an applied understanding of the behavioural, psychological and management science approaches to decision making within organisations.</p> <p>Module content: This module will address the tensions between ethical considerations in decision-making and cost effectiveness. Through the lecture/seminar programme students will be encouraged to explore ethical dilemmas encountered in organisations: Interdisciplinary nature of decision making; Models of decision making; Risk and uncertainty in decision making; Individual and group</p>	Spring	20

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<p>decision making; and Ethics in decision making. Assessment: Business Decision Document 50%; Exam 50%</p>		
<p>Business Journalism</p> <p>Module Description: Business journalism is not just about the Financial Times; it's also about a wide range of B2B publications. Students from non-journalism courses will be able to put their knowledge of the business world to use by writing about it. It offers an insight into the different types of Journalism. They'll find out how to spot a story, come up with their own story ideas, make contacts among the business community, and research and produce written news and features. It's a mainly practical module, although it will also touch on some media law and ethics.</p> <p>Module content: Newsgathering – developing contacts, researching, interviewing; Using the internet to research; Transforming numbers and data into news stories; Principles of news writing; Introduction to feature writing; Ethics of journalism (accuracy, impartiality, fairness, industry codes); and Basics of media law (libel).</p> <p>Assessment: Portfolio 100%</p>	Spring	20
<p>Communication Campaigns – Strategy and Tactics</p> <p>Module Description: This module provides students with the competencies and skills to plan and manage communication campaigns. They will develop a campaign for a fictional client starting from research, setting communication objectives, defining audiences, developing strategies and messages, selecting tactics and defining resources. During the lecture and seminars it is discussed how these steps are applied in various contexts, whether being public sector (e.g. City Council), private sector (e.g. the Virgin Group) or not for profit organisation (a charity or pressure group such as Greenpeace).</p> <p>Module content: Context of public relations - History of public relations as a management function, the role of public relations in organisations, roles of public relations practitioners, strategic planning: definitions, approaches and influences (external and internal), corporate and marketing communications, the contribution of public relations to the achievement of overall strategic objectives; Planning theory: communications model: sender, message, channel, receiver; campaign; planning models; objectives and effects of campaigns; analysis and understanding of publics; stakeholder theory; power/interest and power/predictability matrices; situational analysis of publics; The role of research in public relations planning; research design and techniques; evaluation of campaigns; measuring and evaluating media coverage; quantitative and qualitative research; Setting objectives; issues identification; message selection; communication strategies; tactic selection; Campaign media and channels; social media; word-of-mouth; Creativity and brainstorming; in-house and consultancy planning; the specific needs of different sectors (not for profit, private, public); single issue (pressure group) campaigning; and Project management and commissioning; resources and budgeting; quality control; crisis planning.</p> <p>Assessment: Group project 1 10%; Group project 2 90%</p>	Spring	20
<p>Internal Communications & Employee Engagement</p> <p>Module Description: The module provides the professional knowledge required by public relations practitioners who are involved with internal communications working in-house within public or private sector organisations or as public relations counsellors working in PR agencies advising on employee communications.</p> <p>Module content: Theories and concepts of employee communication; Organisational culture and leadership; Corporate reputation and strategic and transformational internal communications; Internal stakeholders and employee engagement; Internal communication audits; Practice and methods of internal communication; Cross cultural considerations; Creativity of approach and ethics; Impact of social media and</p>	Spring	20

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<p>developing interactive strategies; Planning and project-management; Copywriting and editing for internal communications; and Evaluation of employee communications. Assessment: Individual assignment 20%; Report 80%</p>		
<p>Consumer Insight</p> <p>Module Description: The module aims to develop elements of Consumer Behaviour introduced more generic modules in the first year of study. Everyday life in industrialised countries is characterised by an increasing commercialisation which necessitates people to define themselves through their participation in consumer activities. Consumption choices range from small, insignificant purchases to large, once-in-a-lifetime occasions and cover goods, services, but also experiences, ideas, thoughts, etc. This module will introduce students to elementary psychological and sociological concepts and frameworks upon which Consumer Behaviour is based, enabling them to appreciate the importance of Consumer Behaviour for organisations, and develop their own analysis of influences on Consumer Behaviour patterns.</p> <p>Module content: Introduction to Buyer Behaviour; Perception; Motivation, Values and Involvement; Attitudes; Attitude Change; Individual Decision-Making; Influences I: Income and social class; Influences II: Age subcultures; Influences III: Group influences and opinion leadership; Culture and Adoption of Innovation; and Organisational Buyer Behaviour.</p> <p>Assessment: Group presentation 50%; Exam 50%</p>	Spring	20
<p>Corporate Finance & Law</p> <p>Module Description: This module enables students to develop an understanding of key aspects of corporate finance and to investigate the legal and governance framework within which businesses operate. * Students must have completed Accounting for Management or equivalent.</p> <p>Module content: The company form distinguished from partnership – features compared e.g. liability, taxation; distinguish between private company and public limited company, principle of separate legal personality; The formation and constitution of the company, registering a company, memorandum and articles of association, contractual capacity; Capital and financing of companies, share capital, ordinary and preference shares, loan capital, debentures and company charges, capital maintenance, international sources: including advantages and disadvantages of various sources of finance; Rationale for and methods of capital investment appraisal including accounting rate of return, net present value and internal rate of return within certain/uncertain environments; and Role of corporate governance. Key codes including UK Corporate Governance Code 2010 and overview of approaches taken by other countries. Comparison of the roles of the internal and external auditors.</p> <p>Assessment: Exam 100%</p>	Spring	20
<p>Management Accounting for Managers</p> <p>Module Description: This module will build on the knowledge acquired in Accounting for Management and introduce students to further concepts and principles of management accounting.</p> <p>Module content: Absorption versus marginal costing; Process costing (introduction); Relevant costing; Linear programming; Short-term decision making - CVP, make or buy, limiting factors, joint and by products; Basic investment appraisal - payback, NPV, IRR; and Detailed variance analysis and budgeting.</p> <p>Assessment: Coursework 30%; Exam 70%</p>	Spring	20
<p>Economics for Business Enterprise</p>	Spring	20

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<p>Module Description: This module introduces students to aspects of economic theory that be used to analyse and evaluate a range of real-world business strategies. The module makes use of a range of real-world business case studies and examples.</p> <p>Module content: Different economic perspectives on entrepreneurship; heterodox economic perspective on marketing – cosmetic and coffee branded products; asymmetric information and the principal/agent problem – health insurance and betting; sustainable development and the triple bottom line – the Cooperative; the economics of professional team sports products – the English premier League.</p> <p>Assessment: Essay 50%; Assignment 50%</p>		
<p>Government & Political Context in the UK</p> <p>Module Description: The module will provide students with the knowledge of current affairs required by professional journalists. This will involve looking at the system of public administration which operates in the UK, both at central and local level, within the EU, and at a global level. Students will study the institutions, agencies and organisations at each level of government, and put that knowledge into practice in a portfolio of journalistic work.</p> <p>Module content: Structure, powers and processes of government in the UK, both local and central, and associated contemporary issues; The NHS, welfare state, and its structure and machinery, and major current debates; The roles and jurisdiction of key government departments; The electoral processes for local and national government; The structure, powers and processes of the EU, and major issues and debates concerning the EU; and The role of global institutions- IMF, World Bank, G20 and others- and issues surrounding them.</p> <p>Assessment: Portfolio 60%; Exam 40%</p>	Spring	20
<p>Management of Change</p> <p>Module Description: The module will help students to develop an appreciation of the role of management in the process of organisational change. Students will explore the forces which drive organisational change and through a range of perspectives build a broad contextual understanding of change management.</p> <p>Module content: An overview of the broad historical perspective of change; Identification of the ‘triggers of change’; Diagnostic models and frameworks: Forcefield Analysis; Action Research Model; Organisations as open systems and systems approach to understanding organisational change; The role of organisational development and OD strategies; The role and expertise of the change agent; The impact of leadership in the change process; Organisational and corporate culture, culture change programmes; Change Interventions, BPR, QWL, Learning Organisation; Resistance to change, strategies for dealing with individual and group responses to change; and Future planning.</p> <p>Assessment: Assignment 100%</p>	Spring	20
<p>Marketing Planning</p> <p>Module Description: The module enables students to apply the broad concepts, principles and theory of marketing to the marketing planning process i.e. the creation of a product or service offering that is appropriate for a defined target market segment.</p> <p>Module content: The marketing planning process; The marketing environment; Marketing strategy in a national and global context; Ethical approach to marketing; Consumer, business and third sector markets; and The application and evaluation of marketing concepts and principles to marketing planning.</p> <p>Assessment: Exam 100%</p>	Spring	20
<p>Media & the Public Sphere</p>	Spring	20

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<p>Module Description: 'Media and the public sphere' is a theoretical module that examines the role of the media in the development and advancement of democracy. It takes a number of perspectives (theoretical, historical, ethical and critical) and inculcates and understanding of how democracy is formed and what role the media has in policing it. Furthermore, it builds an awareness of how democracy might be undermined. It is assessed by an essay.</p> <p>Module content: Theory of and alternative approaches to the public sphere; Media policy, ownership and control and journalism practice; and Media, society and culture – theories: mass society, political-economy theory, communication technology determinism, information society.</p> <p>Assessment: Essay 100%</p>		
<p>People Resourcing & Talent Planning</p> <p>Module Description: This module encompasses the themes of globalisation, enterprise, ethics and change. Resourcing the organisation will be considered from an international perspective with regard to labour markets and changing patterns of employment. The extent to which people in an organisation contribute to the future success of an organisation will be analysed. The ethical considerations surrounding equal opportunities and contractual expectations will be debated. All topics will include elements of how processes and principles will contribute to effective change in the organisation.</p> <p>Module content: Human Resource Planning – the human resource planning process, definition of talent management, determining demand for staff and analysing supply of staff, planning action to equate supply with demand and identification of talented employees; Job Design - job design theories: comparative methods of job design, job design and modern technology, new work patterns including flexibility, job design and staff motivation and performance; Recruitment and Selection - an overview of the recruitment and selection process, theory and research findings in selection interviewing, the skill of selection interviewing, the principles of selection testing. The validity of selection testing, the role of the interview and the test within an integrated recruitment and selection system, equal opportunities legislation and its implications for policies and best practice in equal opportunities; Appraisal - an outline of the theory of staff appraisal, the uses of appraisal's role in the management of performance, a typology of appraisal systems, the principles of appraisal interviewing and an appreciation of the core skills, the action plan for implementing the appraisal decisions; and Legislation - equal opportunities, the employment contract.</p> <p>Assessment: Coursework 30%; Assignment 70%</p>	Spring	20
<p>Producing & Interpreting Group Financial Statements</p> <p>Module Description: This module will focus on the production and interpretation of the financial statements for a group of companies.</p> <p>Module content: Acquisition accounting; Alternative methods of consolidating financial statements; Equity accounting; Foreign currency translation; Financial statement analysis; and Case study analysis using a range of data sources.</p> <p>Assessment: Exam 100%</p>	Spring	20
<p>Public Relations</p> <p>Module Description: The module introduces students to Public Relations (PR). It tests students' understanding of PR, and presentation & essay writing skills.</p> <p>Module content: The business of public relations: what it is, how it works, and why it is used; The history, current practice and possible future of public relations; PR and Marketing, Advertising and Journalism; Managing and Planning Public Relations; Stakeholders and publics; Corporate identity and reputation; Internal communication; Corporate Social Responsibility; Issues and crisis management; and PR and social</p>	Spring	20

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media. Assessment: Group presentation 50%; Individual essay 50%		
Television Journalism Module Description: To develop a basic proficiency in television newsgathering, reporting, filming, editing and presentation skills. To culminate in producing a daily news programme and working to production deadlines. Module content: How a television newsroom works, roles, responsibilities, technical, production and output; News identification, reporting skills; Writing for television - structuring the story; Filming on location - creative, journalistic and technical; Editing and graphics; News studio production: Roles and running orders; and Presentation and interviewing skills. Assessment: Assignment 80%; Assignment 20%	Spring	20
Portfolio 2 – Digital Media and Communications Module Description: This module asks questions about the future of public relations within the context of the changing media landscape. Students will focus on the application of concepts and theories to practice. Students will gain experience in a variety of digital tools while focusing on the strategic use of these tools within a public relations context. Module content: Impact of the twenty first century media ecosystem on public relations; Multi-platform campaign development; Campaign, digital, and human management in a digital environment; Fundamentals of visual design in public relations; Multimedia storytelling in public relations; Approaches to cross-platform stakeholder engagement; Measuring engagement and producing ROI with analytics; and Sampling new tools and techniques. Assessment: Online digital portfolio 50%; Team viral campaign 50%	Spring	20
Business Performance Management Module Description: This module considers the technical and behavioural aspects in relation to implementing effective performance management and measurement systems. Strategies for implementation are considered and developed in order that the organisation successfully meets its objectives. The role of teams within this process are analysed, along with approaches for encouraging effective team performance. Module content: This module begins by examining the nature of organisational performance, from the perspective of the organisation, individuals and teams. It then looks at how performance management supports competitive advantage, leading to organisational and measurement alignment. Students will also learn some of the standard prescriptive models e.g. balanced scorecard, performance prism benchmarking. Strategies for implementing performance management approaches are considered, including delegation, mentoring and coaching. This is aligned to the notion of performance measurement systems, and the plan control and feedback loops. Team based approaches are examined and techniques for analysing the performance of teams are developed. This includes techniques for enhancing motivation and commitment to team working. Influencing skills are considered within this. The behavioural characteristics of working in teams is analysed and the impact on performance evaluated. This includes individual and group dynamics and power and politics in decision making. This is linked to how measurement can adversely affect management behaviours, and how this can be managed and mitigated. Assessment: PMS Dossier 70%; Report 30%	Spring	20
Responsible Management Module Description: This module will provide students with the key concepts	Spring	20

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<p>necessary for practising responsible management in Business. Students will be immersed in a range of scenarios in which they will be required to make authentic decisions and to learn through the context, their values and critical reflection of their practice and apply this to keys areas of the business environment and relevant theory. They will be challenged to draw on interdisciplinary and multi-disciplinary knowledge, on previous and current learning, on formal and informal learning and on extra and co-curricular activities. In this they will be encouraged to see the bigger picture and to develop their own values, employability and professional behaviours. They will be supported in this emergent awareness and understanding of their own ethical positions and will learn how to manage and act responsibly collaboratively and as individuals and to reflect on and develop their own practice as a result.</p> <p>All the graduate attributes are tightly embedded in the delivery of the module. For example the creative element of enterprise is supported through the co-design of the element of assessment – both in terms of what and how this is presented.</p> <p>Module content: The module will offer students depth of study by exploring and applying relevant contemporary responsible management theory in an experiential and reflective manner. The subject material has been divided such that it provides a framework for addressing the threshold concepts i.e. core skills and ideas you will need to be a responsible and ethical manager in a systematic way: Foundations & Context; Responsibility Theory; Corporate Responsibility; Sustainability; and Governance.</p> <p>Assessment: Collaborative working, informed and justified debate and individual performance in an immersive exercise 40%; Essay 60%</p>		
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LEVEL 6 – FINAL YEAR UNDERGRADUATE

Some 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 Financial Management</p> <p>Module Description: The purpose of this module is to critically examine, from a strategic perspective, the contribution and importance of corporate financial decision making to the achievement of the enterprise's corporate objectives.</p> <p>Module content: Capital Investment Appraisal 1: Advanced issues- Tax, Inflation and capital rationing; Capital investment appraisal 2: Advanced issues-Lease or buy decisions; Capital Investment appraisal 3: Multinational Capital Budgeting; Mergers and Take-overs; Company restructuring, refinancing and liquidation; Portfolio theory and Capital Assets Pricing Model (CAPM); Option Theory and financial derivatives; Dividend Policy; Foreign Exchange Risk Management; Interest Rate Risk Management; and International Treasury Management.</p> <p>Assessment: Exam 100%</p>	Autumn	20
<p>Applied Finance for Enterprise</p> <p>Module Description: Applied Finance for Enterprise is a level 6 elective module intended to be suitable for business students who need not necessarily be accounting specialists. The objective is for students to be able to select and apply appropriate financial techniques in the production of a realistic and practicable financial business plan.</p> <p>Module content: Applying the knowledge of Financial Accounting to a new business venture; Applying the knowledge of Management Accounting to a new business venture; Applying internal control procedures to a business; Planning for tax compliance; and Business case planning.</p> <p>Assessment: Presentation 30%; Report 70%</p>	Autumn	20
<p>Applied Econometrics</p> <p>Module Description: Provides students with the opportunity to improve their understanding of 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: Review of probability, statistical inference and simple linear regression model; Properties of estimators under classical assumptions; General linear model (multiple regression); Breakdown of classical assumptions - autocorrelation, heteroscedasticity, multicollinearity; Dummy variables; Dynamic Models; General to specific approach; Stationarity and unit root test; Cointegration.</p> <p>Assessment: Coursework 30%; Group Project 70%</p>	Autumn	20
<p>Financial Institutions & Regulation</p> <p>Module Description: Modern banking occurs within a complex web of other financial institutions that comprise a finance system. The vulnerability of banks and of the finance system is crucially related to this complex web. Accordingly there is a growing recognition that the different components in this finance system need to be understood in order that students have an adequate understanding of banking and finance. This module provides students with an introduction to some key actors, organizations and processes in the finance system. In addition to standard investment management funds (institutional investors), these include the link from investment banking to shadow banking, alternative investment organizations (private equity,</p>	Autumn	20

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<p>hedge funds, hybrid funds such as vulture funds, and high frequency traders) and others. The aim is to introduce students to what these entities are and how they generate returns based on given institutions and strategies. Exploring this highlights how regulation creates spaces for aspects of finance but also creates vulnerabilities that are systemic. This in turn leads to consideration of how different parts of the system are currently regulated and how that regulation is changing (Dodd Frank, the UK Banking Act, and European Legislation, Basel III etc.).</p> <p>Module content: Overview: what is a finance system and how does it relate to modern banking; What is shadow banking and what is its link to alternative investment organizations? What is intra-financial multiplication?; What is a derivative and what is securitization – what role to they play in intra-financial multiplication and what is their link to alternative investment organizations?; What is a hedge fund?; What is private equity finance?; What is high frequency trading?; Is modern finance stable? What role has regulation played; and What are the current trends in the regulation of the finance system?.</p> <p>Assessment: Essay 30%; Essay 70%</p>		
<p>Business Ethics, Governance & Social Responsibility</p> <p>Module Description: This module explores the importance of ethical business decision making, how the governance of firms should be organised and the consideration of stakeholders in developing approaches to the social responsibility of businesses. Ethics and business success, in terms of survival and profitability have been proven to go hand in hand in many research studies. Through a case based approach students will build upon their knowledge of business operations established in their previous studies to gain a critical insight into building an ethical and sustainable business.</p> <p>Module content: Key discussion concepts: Ethical Theory; Decision making; Leadership and Corporate governance; Character and culture in ethical management; Corporate social responsibility (CSR); Ethics and the stakeholder; Global ethics; and Sustainability.</p> <p>Given the dynamic and contemporary nature of many materials and examples the following division of key discussion concepts (and appropriate materials – e.g. case examples) is indicative and must be recognised as fluid, based upon the needs of the student group, delivery methodology and future environments (including incidental examples) that may offer preferable teaching material encouraging further engagement. Case examples will be at the discretion of the module leader/teaching team based on contemporary examples (available at that time) that will promote and heighten engagement.</p> <p>Indicative case material: Introduction to the ethics, governance and CSR; Connecting responsibility, CSR, leadership, governance, employability, enterprise and ethics; The nature of responsibility; Professional responsibility; Decision making and values; Critical review of governance theories; Leadership and governance; Character, culture and code: managing value; The workplace of the 21st century; Ethics and HRM; Conflict at work; Social responsibility and stakeholder management; Supply chain and consumer; Business and government; Global ethics; and Environmental sustainability.</p> <p>Assessment: Assignment 100%</p>	Autumn	20
<p>Business Competition and Government</p> <p>Module Description: This module applies the approaches and tools of microeconomic analysis to broaden and deepen understanding of issues important to business success and public policy, and to further develop students' academic skills at level 6. The focus on enterprise and the competitive process will strengthen understanding of the context for and determinants of industrial dynamics and highlight aims and</p>	Autumn	20

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<p>limitations of the social oversight of business. Students understanding of business and policy will develop via the application of microeconomic tools and approaches to firm and industry cases. The main outcomes are for students to understand, apply and critically evaluate the major approaches and tools for the analysis of firms and industries such as the structure, conduct performance paradigm and to consider the challenges to these raised by new industries and alternative perspectives.</p> <p>Module content: The module will first introduce the structure, conduct performance paradigm and develop elements of the theory of the firm, together with some competing perspectives on firm aims and behaviour, and industry dynamics. These frameworks will then be applied in the analysis and evaluation of industries and public policy via selected case studies.</p> <p>Assessment: Assignment 50%; Exam 50%</p>		
<p>Business to Business Marketing</p> <p>Module Description: This module is designed to focus more specifically on the business to business and organisational aspects of marketing, as distinct from the bias towards consumer marketing. The distinction between marketing to business and organisations as opposed to the consumer is examined. The application of consumer marketing principles to this new context is examined, and business marketing-specific concepts introduced.</p> <p>Module content: The business and organisational marketing context; Business and organisational buyer behaviour; The purchasing function; Business and organisational demand analysis and forecasting; Different business and organisational marketing contexts; Product and service development; Inter-functional communication and business marketing; Segmentation, targeting and positioning within a business context; The marketing mix within a business context; Managing business and organisational customers; The Uppsala School of business marketing: interaction and relationships within networks; The technology of marketing within a business environment; Supply Chain Management; and Marketing logistics.</p> <p>Assessment: Assignment 100%</p>	Autumn	20
<p>Contemporary Issues in Business</p> <p>Module Description: The module seeks to develop a critical appreciation of the challenges and puzzles faced by businesses in a complex, dynamic and increasingly risky global business environment. In doing so it introduces students to the difficult to resolve controversies and dilemmas of contemporary thinking between business, public bodies and end user. The module will be based upon recent and current real-world events and examines timely topics in business. Topics will rotate by term and may focus on strategic management, marketing, innovation, entrepreneurship, sustainability, for example. The module builds on learning undertaken in levels one and two and seeks to enable the student to build towards an advanced level of critical insights and contemplation necessary in today's unpredictable and complex business environment. The module synthesises cutting edge discussion of modern business concepts with the honing of research, problem solving and analytical skills.</p> <p>Module content: Technology and Innovation: democratising technology and open source, low cost innovation - frugal, reverse etc.; Competition and Planning: ambidextrous organisation, game embedded strategy (including corporate reputation and social media), marketing in unpredictable environments, growth hacking; Small Business Management: failure as an option and Lean start-up, leveraging social capital, co-working and flexible project organisations; Ethics and Sustainability: big business and Intellectual property infringement, resource exploitation and community livelihood, circular economy, green economy; and New Age and Coming revolution: information and connectivity - big data, smart cities, new business models in healthcare and energy.</p>	Autumn	20

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<p>Assessment: Coursework 75%; Report 25%</p>		
<p>Global Marketing</p> <p>Module Description: The module seeks to open a window on the world of global and international marketing. Students will be invited to construct an understanding of key theoretical concepts that underpin the discipline and to apply those concepts in a practical way to case studied and exercises that feature live companies and current developments. On successful completion of the module students will have the tools and knowledge required to make a valuable contribution to any organisation that operates in, or plans to develop non-domestic markets.</p> <p>Module content: The Global Trading Environment; Global Marketing & the Firm; International Marketing Research & Opportunity Analysis; Market Entry Strategies; Global & International Product/Service Management; International Logistics & Distribution; Promotion/Marketing Communications; Pricing & Financial aspects; and Organisation and Control of the Marketing Programme.</p> <p>Assessment: Assignment 100%</p>	Autumn	20
<p>Leadership, Strategy & Change</p> <p>Module Description: The module aims to develop an understanding of the processes of leadership, strategizing and change and the inter-linkages between these processes. Students will engage with current thinking and research in the fields of leadership, strategic learning and change underpinned by emotional and ethical awareness.</p> <p>Module content: Theories and concepts of leadership, strategizing, strategic learning and change; Learning and leadership – strategic learning and strategy in practice; Leadership interventions in change; Doing leadership – exploring the experience of leadership, the valuational roles and positions; Exploring personal meanings, mental models and dilemmas in the construction of joint meaning and actions in the leadership process; and Reflective practice, evaluating critical incidents for personal development and creative problem solving.</p> <p>Assessment: Assessment 30%; Assignment 70%</p>	Autumn	20
<p>Magazine Production</p> <p>Module Description: Students are introduced to layout and practical skills in magazine production. The tools used will be digital – though the product will be a magazine suitable for both print and digital contexts. Students will acquire magazine layout skills using industry standard software, study and apply the aesthetics of magazine design, learn the flow and flat planning of magazines, consider audiences and target their work accordingly, and create high quality content that is optimised for magazines.</p> <p>Module content: Students will be introduced to key concepts through presentations and practical workshops. This material should include article templates, adjusting tone for markets and platforms, grammar and spelling for journalism, and sub-editing and proofreading. Students will produce their own written content and evaluate and edit the work of their peers. Students will also acquire skills in magazine layout, using industry standard DTP tools. Attendant instruction in appropriate design theory (grid structures, flat planning, typography, image use) is also indicated. Magazines will be studied and deconstructed in order to identify and determine common structures, targeting strategies and formats. These, in turn, will be applied to the design and production of students own magazine content.</p> <p>Assessment: Journal 25%; Project 75%</p>	Autumn	20
<p>Managing International Business</p> <p>Module Description: International business, whether conducted via trade and/or</p>	Autumn	20

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<p>investment, comprises a large and growing proportion of the world's total business. To this extent, the world of business is becoming increasingly 'globalised'. To operate effectively in this context, managers require a knowledge and understanding of the international business environment, the different modes by which international business is transacted and the operational and strategic constraints acting upon managerial decision making. This module aims to develop students' awareness and understanding of the dynamics of globalisation, the role of international business as both cause and consequence of that process and the variety of international market servicing strategies adopted by international businesses. It also requires students to develop an awareness of the ethical dimensions of decisions made by businesses operating in global markets.</p> <p>Module content: The Globalisation of International Business; Ethics and Social Responsibility associated with FMSS (Foreign Market Servicing Strategies, or entry modes); International trade and Finance: institutions and trends; Cross National Cooperation Agreements; International Strategic management and FMSS; FDI (Foreign Direct Investment); Exporting, Licensing and Franchising; International strategic alliances; and Theoretical frameworks and empirical evidence on FMSS choice and country appraisal.</p> <p>Assessment: Poster 30%; Report 70%</p>		
<p>NewsDays 1 (Multimedia)</p> <p>Module Description: This module represents the culmination of students' development in news production and helps them to develop their employability skills. They will build on skills already acquired and gain real-life experience of journalistic, technical and ethical challenges that face news teams striving to create entertaining and informative media products to deadline. Working in teams, students will produce audio, video and online content throughout an as-live seven-hour news production day. That content may include text, audio, video, digital images, data and graphics.</p> <p>Module content: Practical workshops will allow students to consolidate audio, video and online digital production skills, and working as part of a team, they will plan, research and produce a range of multimedia content for online publication. On the production days, they will work to a deadline in a real-time news environment. Indicative content will include revision of news values, sources, cultural contexts; news research, writing, design, editing for online publication; professional practice and the organisation of news media; content curation.</p> <p>Assessment: Coursework 80%; Report 20%</p>	Autumn	20
<p>Corporate Communications – Communication Audit</p> <p>Module Description: This module develops students understanding, knowledge and expertise in managing a contemporary consultancy research project in a practical 'live' business environment. Working to a client brief, the research is an in depth examination of an organisations external or internal communications. Students develop their consultancy skills, entrepreneurialism, professionalism, team working, oral and written skills, and the ability to deliver a comprehensive well researched management report.</p> <p>Module content: Relevant and appropriate research skills for business clients(Data collection, approaches, methodologies); Relationship Management in Client Communication Auditing; Consultancy skills for developing, preparing and implementing proposals, client-facing presentations, and management reports for business; Contemporary consultancy roles and responsibilities and working as a professional consultancy team; Budgeting, resourcing and time-management of proposals and project plans; Creative processes in consultancy research; and Developing strategic and tactical PR, marketing and communications for clients.</p> <p>Assessment: Proposal 20%; Presentation and Report 80%</p>	Autumn	20

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<p>Personal Taxation</p> <p>Module Description: This module will cover theoretical knowledge and practical skills relating to the tax affairs of UK resident individuals. * The module is solely about UK Taxation.</p> <p>Module content: Economists’ theories about personal taxes; Sources of UK personal tax law and practice; Detailed computation of income tax and/or CGT liability for individuals; Income tax self-assessment and payment obligations for individuals whose tax is not wholly collected at source; National Insurance obligations under Class 1,2 & 4; Allowable business expenses; Tax payment dates; penalties for late payment; cash-flow management re tax payments/ refunds; Tax allowances available to sole traders for capital expenditure; Taxable capital gains of individuals; Effective use of various types of tax loss; Inheritance Tax (awareness topic only); and Critical evaluation of government tax policy.</p> <p>Assessment: Exam 100%</p>	Autumn	20
<p>Retail Marketing</p> <p>Module Description: This module aims to set retailing activities into a marketing context from both a European and global perspective and provide a coherent framework for the recognition of key retail marketing strategic issues. It will also provide a framework for students to understand the organisational and operational issues related to successful retail marketing activity.</p> <p>Module content: The Retail Marketing environment – from a global perspective including factors bringing about change; the development of retailer power; retail market structure and consumer trends including consumerism issues; The Impact of Information Technology including key retail issues such as the marketing interface with stock control and logistics; Retailing strategy - an appreciation of present and future trends in the industry; Customer needs and wants and resulting research issues - including identification of existing and potential customers; the retail store choice process, changing customer attitudes and trends, retail positioning and segmentation issues; The Retail Marketing Mix including an understanding of how the retail mix differs from the standard marketing mix; category management and assortment and the role of advertising and promotion; The Retailer as a brand - key contemporary issues in retail branding including the relationship between manufacturer and retailer branding strategies; and Creating the Retail Selling Environment – the principles and practice of in-store planning and presentation including key aspects such as atmospherics.</p> <p>Assessment: Assignment 100%</p>	Autumn	20
<p>Strategic HRM</p> <p>Module Description: To evaluate models and concepts underpinning Strategic HRM, noting the environmental implications for the strategic alignment of human resources in the business, noting the employer / employee relationship, quality, culture and change management initiatives which all impact the organisations; ability to resourcing, development, pay and ensure performance imperatives at the local, national and international level.</p> <p>Module content: Models and concepts underpinning Strategic HRM; The environment for Strategic HRM; Strategic management of the employer / employee relationship; Quality, Culture and Change; Employee Resourcing, Employee Development, Pay and Performance, Employment Relations; and Global / International issues in SHRM.</p> <p>Assessment: Assignment 100%</p>	Autumn	20
<p>Strategic Planning and Control</p> <p>Module Description: Level six skills base module which requires students to apply the</p>	Autumn	20

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<p>main areas of study of the degree within the context of a business simulation game.</p> <p>Module content: Corporate Strategy; Marketing; Playing the business simulation game; and Guidance regarding preparation of the long term plan, and the actual v planned results report.</p> <p>Assessment: Individual assignment 70%; Individual reflective assignment 30%</p>		
<p>Project and 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. Students will go through the lifecycle of two projects producing a project planning dossier for a project manager, and a review of the management of a project for the other. The assessment replicates the tasks of a project manager, and includes the experience of operating in a virtual dispersed project team.</p> <p>Module content: Project strategy and methodologies, project definition, managing scope; WBS, project mapping; Critical path, crashing Gantt charts; Risk Analysis; Risk management; Project organisation; Project control and change control (e.g. PRINCE 2); Budgets and cost management; and Project review.</p> <p>Assessment: Coursework 70%; Coursework 30%</p>	Autumn	20
<p>Reward Management</p> <p>Module Description: This module gives students the theoretical underpinning of and an ability to apply reward management concepts. Students will explore and evaluate various solutions to reward issues. These will be justified within the broader contexts of HRM and corporate strategy.</p> <p>Module content: Reward management in a strategic context; Reward Policies; Design of Reward systems; Job Evaluation; Pay for Performance; Pay for competence and skills; Group / organisation-wide rewards; Share Ownership; Pay Negotiation including supply and demand of and for labour; Pensions; Benefits – including flexibility; Critique of Equal Pay; Pay administration including the legal framework for national minimum wage, contractual obligations; and Pay for special groups - executive pay, international pay, graduates.</p> <p>Assessment: Assignment 30%; Report 70%</p>	Autumn	20
<p>Advertising Media Strategy</p> <p>Module Description: The module is designed to facilitate an in-depth understanding of how advertising media decisions are made at a strategic level, and how advertisers manage the process of getting their advertising messages into the media channels they have chosen.</p> <p>* This is an advanced specialist module so is only suitable for students who have studied marketing communications beyond first year level.</p> <p>Module content: Consumer use of media; How media advertising fits within an integrated marketing communications strategy; Developing media advertising strategy; Evaluating media advertising strategy; How media is used and bought by advertisers; Media touchpoints; Media channel strategy; Budgeting and media planning; and Media advertising in the future.</p> <p>Assessment: Coursework 50%; Coursework 50%</p>	Autumn Spring	20
<p>Behavioural Economics</p> <p>Module Description: Behavioural economics is concerned with the ways in which the actual decision-making process influences the decisions that are made in practice: it combines psychology and economics. Whilst the specific recognition of the</p>	Autumn Spring	20

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<p>behavioural approach is quite recent, the ideas that underpin behavioural economics have been researched and written about for a much longer period: the confluence of psychology and the economic nature of Man.</p> <p>Module content: The nature of Behavioural Economics; Values, Attitudes, Preferences and Choices; Decision-making under Risk and Uncertainty; Mental Accounting; Discounted Utility, Inter-temporal Choice Models; Behavioural Game Theory; Fairness and Social Preferences; Rationality; Confidence. This is only an indicative list which may be amended through time.</p> <p>Assessment: Essay 30%; Exam 70%</p>		
<p>Management & Leadership Development</p> <p>Module Description: The overall purpose of this module is to provide students with the opportunity to gain specialist knowledge with respect to the latest theories, research and practice in the development of managers and leaders. As future managers and leaders, it is crucial that students understand the key ideas concerning management and leadership development. The module will help to develop in students, a critical, ethical and reflective approach to the subject and enable them to assess and analyse key international, national, organisational and individual issues within the field.</p> <p>Module content: The nature of management and leadership work, roles, tasks and competencies, changing occupational and professional standards and qualifications for managers and leaders, management and leadership.</p> <p>Assessment: Assignment 50%; Assignment 50%</p>	Autumn Spring	20
<p>Contemporary 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 dynamics 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: Coursework 100%</p>	Autumn Spring	20
<p>Cross Cultural Management</p> <p>Module Description: The module aims to develop a critical awareness of the complexity of the management of cultural diversity in the international business environment.</p> <p>Module content: Conceptual models on Cultural differences, (eg Hofstede, Hall, Trompenaars, Gesteland, Schwartz. Schein, Adler, Kluchkhorn and Strodbeck) – Cross Cultural Communication; Cross Cultural Negotiation; Cross Cultural Teamworking; Expatriation; Culture shock responses; Cultural learning; Intercultural team-working; and Corporate responses to Cultural differences.</p> <p>Assessment: Coursework 100%</p>	Autumn Spring	20
<p>Digital Marketing</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: The module provides historical contextualisation by considering the</p>	Autumn Spring	20

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<p>origins of the digital age and looks forward to developments that will continue to shape the contemporary digital environment. 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 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.</p> <p>Assessment: Assignment 100%</p>		
<p>Issues & Crisis Management</p> <p>Module Description: The module provides the strategic theoretical and practical underpinning for global issues and crisis management within the public and private sectors, focusing in enterprise and relationship management.</p> <p>Module content: Stakeholder relationship management and corporate social responsibility in the context of issues and crisis management; Risk detection and risk management; Issues management process; Influence of issue and crisis type on stakeholder relationship management; Intercultural communication in issues and crisis management; Crisis leadership; Theories of influence in crises; and Crisis response strategy.</p> <p>Assessment: Conceptual literacy assessment 20%; Project 80%</p>	Autumn Spring	20
<p>International Business Finance</p> <p>Module Description: The module examines fundamental concepts of international business finance and international trade. The rapid growth of trade and multinational business has highlighted the significance of the international finance function and decision-making in the increasingly global economy.</p> <p>Module content: The Context of International Business Finance – Multinational business operations, foreign direct investment and trade, and Political, cultural and economic risks and considerations; Foreign Exchange Management Strategies – Parity considerations and foreign exchange strategy, and Forecasting foreign exchange rates; Risk and Foreign Investment – Measurement and evaluation of risks involved in Foreign Investment, and Hedging risks involved in foreign investment; International Financing Decisions – International banking and the financial system, Global credit crises, and International capital markets and products; International Investment Decisions – Multinational capital budgeting, and Cross-border mergers, acquisitions and joint ventures; and International Tax Strategy – Global corporate income tax receipts and repatriation of taxable income, and Use of tax haven subsidiaries.</p> <p>Assessment: Group presentation 30%; Coursework 70%</p>	Autumn Spring	20
<p>The Strategic Manager</p> <p>Module Description: The Strategic Manager by definition brings together all of the Undergraduate student's previous studies. It provides an understanding of the whole organisation. It enables graduates to develop valued skills and understanding that equip them to more effectively compete for jobs and make a more significant contribution in the workplace. Following an introduction to strategic management, the purpose of the module, the prescribed method of teaching and learning, global & multicultural contemporary issues and the contextual relevance of the module to the student's programme of study the module progressively studies the application of a four-part strategic management framework. This will enable students to develop the skills, knowledge and understanding to critically comment on and contribute to the strategies of any organisation.</p> <p>Module content: The first lecture will introduce the world of strategy and how the module will work. A guest lecture from a senior member of staff with extensive</p>	Autumn Spring	20

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<p>experience of business strategy will be brought in at an early stage in the module, so that students can connect real world situations and topics in strategy to their learning on the module. In following weeks students will be introduced to topics such as: Connecting the macro and micro environment to a business organisation; Identifying and evaluating the strategic capabilities of an organisation; Connecting strategic purpose to governance and structure of an organisation; The importance of culture as a driver or barrier to the implementation of strategy; Business and corporate strategies and their relationship to competitiveness; International strategy and mergers; and Dilemmas, drivers and barriers to entrepreneurship and innovation within organisations.</p> <p>Assessment: Presentation 30%; Report 70%</p>		
<p>Accounting Issues</p> <p>Module Description: This module builds on techniques delivered on previous accounting modules and introduces students to current issues in financial and management accounting.</p> <p>Module content: Conceptual Framework; Ethics, governance and the professional accountant; Accounting regulation in different cultural settings; WCM; TQM; JIT; Contemporary approach to costing and pricing (including pricing techniques and strategies); Strategic management accounting; Theory of constraints; and Activity based management.</p> <p>Assessment: Exam 70%; Coursework 30%</p>	Autumn Spring	20
<p>Arts Marketing & Communications</p> <p>Module Description: This module is to introduce students to the specialist areas of marketing and communications in arts and cultural sectors from a theoretical and practitioner perspective. An industry overview of arts sectors and trends are provided. These issues and themes are illustrated with contemporary case studies.</p> <p>Module content: This module is to introduce students to the specialist areas of marketing and communication in arts sectors from a theoretical and practitioner perspective. An industry overview of arts sectors and its trends is provided. Emerging themes for marketing are then identified including the challenge of complex audiences, internationalization, cross fertilization of sectors, the ubiquitous use of celebrity, the impact of new technologies, branding, and trends in communications corporate structuring, public policy and legislation. These themes are illustrated with contemporary case studies. Topics covered in the module will also include: The web ticket revolution and the widening of access to the visual and performing arts; The growth of interactive technology in the arts industries; The globalization of the arts and entertainment sector including television and film; and The implications for communications practitioner in high visibility commercial and non-commercial arts and entertainment areas – the dilemmas and challenges ahead.</p> <p>Assessment: Report 100%</p>	Spring	20
<p>Contemporary Consumer Culture</p> <p>Module Description: As Cross (2000) put it, consumerism really is “the ism that won”. This module will critically explore the role consumption has acquired in today’s consumer-driven societies – consumption has been equated with citizenship and retailers with city-states, as well as being stylised into an ersatz religion with retailers as “cathedrals of consumption”. The module will therefore not only ask students for an analysis of the economic conditions, but also of fundamental aspects of the society. Knowledge of consumer behaviour theories will then be used to critically question and reflect contemporary consumption practices.</p> <p>Module content: Introduction to consumer society; Commodification; Regulation of consumption; Status, prestige and social position; Consumption and moral</p>	Spring	20

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boundaries; Consumption, identity and the self; and Consumption and waste. Assessment: Assignment 100%		
Audit and Assurance Module Description: The aim of the Audit and Assurance module is to develop knowledge and understanding of the process of carrying out an audit and its application in the context of the professional regulatory framework. Module content: Audit framework and regulation; Internal audit; Planning and risk assessment; Internal control; Audit evidence; Review; and Reporting. Assessment: Exam 100%	Spring	20
Finance Module Description: The Finance 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
Celebrity and the Media Module Description: To introduce students to a range of theoretical approaches that can be utilised in the critical study of celebrity and its relation to media products. Module content: The historical development of celebrity; The taxonomy of celebrity; The notion that celebrity is a social construct; News media as a cultural product; Issues surrounding celebrification, ideology, representation, construction, identity; Celebrity as an object of consumption; Celebrity as point of articulation between the public, the social and the personal; and Mass media and culture. Assessment: Essay 100%	Spring	20
Contemporary Issues in HR Management Module Description: The module is interactive in nature and aims to maximise student involvement in contemporary issues which can be addressed by the HRM function in organisations. Knowledge and understanding will be facilitated via lectures and a range of individual and group activities. The module also further develops the graduate attributes. It places contemporary issues in HRM as the main focus. The indicative content will be chosen shortly before the module delivery to reflect the most recent issues and debates which have a relationship to Human Resource Management i.e. an ageing workforce; gender; youth employment; global financial and industrial contexts; democratic working practices; innovation and design; employee engagement; organisational culture; downsizing organisations; mergers etc. HRM theory and debate will be expected to be placed in context of a contemporary organisation, for example: the global issues; specific industrial sectors; a particular demographic context; professional issues and the consequences for the leadership and organisational change. Module content: Indicative content will be chosen prior to the module delivery to address the contemporary issues in HRM at the time. Assessment: Coursework 40%; Report 60%	Spring	20
Corporate Taxation, Theory & Practice	Spring	20

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<p>Module Description: This module will cover theoretical knowledge and practical skills relating to the tax affairs of UK companies.</p> <p>Module content: Economists’ theories about taxes; Sources of UK tax law and practice; Recent UK tax policy and changes in tax rules; Detailed calculation of UK corporation tax (CT) liability, including adjustment of accounting profit to taxable profit, and tax on non-trading income; UK tax reporting obligations for companies; Tax payment dates; penalties for late payment; cash-flow management re tax payments/refunds; Tax allowances or incentives for certain capital expenditure types; Value Added Tax (VAT) theory; Sources of VAT law and applied VAT calculations; Chargeable capital gains and allowable capital losses of companies; Effective use of various types of tax loss; Tax implications of corporate groups; and Current international tax issues for UK companies (awareness topic).</p> <p>Assessment: Exam 100%</p>		
<p>Employee Relations</p> <p>Module Description: Students are required to critically evaluate the internal and external environments in which organisations function with regard to the maintenance of harmonious employment relations between organisational personnel at all levels. This module explores the nature and responses to conflict in the workplace, providing theoretical and practical insights and resolution.</p> <p>Module content: The nature of the employment relationship and employee relations – alternative perspectives on employee relations, the economic and psychological contract; The changing economic and labour market context and its impact on employee relations; The parties in employee relations and their objectives – trade unions and employee organisations, management and employers’ organisations, the role of the government, including sources of UK and EU employment law; and Contemporary developments in employee relations processes, procedures and practices, collective bargaining and negotiation, employee involvement, employee engagement and employee voice, and grievances and discipline, termination and redundancy.</p> <p>Assessment: Assignment 100%</p>	Spring	20
<p>Strategic HRM for Leaders</p> <p>Module Description: Leaders spend significant amounts of time managing the Human Resource needs of their staff and aligning this strategically with their organisations requirements. This module gives students a critical understanding of the strategic and operational requirements for the effective Human Resource management of their staff. The impact of and approaches to leadership and the ethical behaviour of leaders are considered alongside of this as they strive to support their staff needs in a fast changing environment. The nature of the employment relationship and Human Resource Management practices are evaluated, with emphasis on effective leadership strategies for practice.</p> <p>Module content: This module covers the changing nature of the leadership role and the increased emphasis on the implementation of effective strategic HRM strategies. Models and concepts underpinning Strategic HRM and their relevance to organisational leaders are analysed and applied to a range of organisational settings. Specific SHRM practices are covered, including the nature and importance of strategic planning and forecasting for future organisational and human resource requirements e.g. recruitment and selection and learning and development. The strategic recruitment and selection of staff, and the impact of organisational culture and values on this are explored. The role of a leader is also analysed, including how leaders can support the work life balance of staff via flexible workplace policies to reflect changing working patterns. Effective leadership strategies for managing staff performance, and Strategic HRM for leaders in International/global businesses.</p>	Spring	20

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<p>Finally, how leadership style and behaviours can influence the successful implementation of Strategic HRM, motivation and change programmes are developed, including ethical decision making.</p> <p>Assessment: Strategic plan 30%; Report 70%</p>		
<p>Leading Innovation & Change</p> <p>Module Description: The module explores the salience of innovation and change in an increasingly turbulent and globalising world. Key issues in relation to innovation and change are identified and critically evaluated. Two core issues are addressed in detail throughout the module – the role of leadership in relation to innovation and change and the nature of an ‘innovative organisation’. Emphasis is placed on the contingent nature of leadership and its differing role and functions appropriate to different stages of the product and organisational life cycle. The nature of the innovative organisation is explored in relation to structures, processes and relationships with particular emphasis on ‘open innovation’.</p> <p>Module content: Unit 1: Definitions and Issues: This unit examines the concept of ‘innovation’ and relates it to economic and social changes promoting ever-greater competition in increasingly turbulent and challenging markets. The unit offers several typologies of innovation and explores the challenges innovation and change poses for organisations of all kinds. Typologies include the 4Ps, incremental <i>versus</i> radical innovation and Henderson and Clarke’s four types of innovation. The notion of post-Fordism and Value Orientated Time (VOT) are central to this unit.</p> <p>Unit 2: Organisational Environments: Innovation is the outcome of environmental forces of various kinds. This unit defines what we mean by ‘organisation’. It goes on to explore the three organisational environments (temporal, internal and external) and discusses how these can impact on change and innovation. The temporal environment influences innovation – the innovation dynamic changes over time as markets mature. The external environment not only poses specific PESTEL-type challenges but degrees of turbulence have implications for organisational culture and structure. The internal environment is difficult to isolate conceptually but it influences innovation in a variety of ways – not least through the medium of culture</p> <p>Unit 3: Innovation Strategy: What is the relationship between innovation and strategy? You will be familiar with the outlines of strategic management and the range of tools and concepts deployed to analyse strategic position, make strategic choices and, finally, to put strategy into operation. How does innovation relate to strategic management in general? This unit focuses on innovation as a core business process/strategy involving ‘search, select, implement and capture’; the barriers to developing an innovation strategy and the internal and external factors shaping strategy development. We will find that ‘innovation strategy’ is an aspect, a dimension of strategy more generally.</p> <p>Unit 4: The Innovative Organisation: This unit looked at the notion of ‘innovation strategy’. Organisations can develop an ‘innovation strategy’ but how is it to be done. What resources and inputs are needed? What are the practicalities? It is important to avoid broad recommendations to ‘loosen up’ – recommendations need to be specific. There are three key elements or ‘dimensions to an innovative organisation – leadership (top down), employee participation and empowerment (bottom up) and the enabling or mediating structures, processes and ‘tricks of the trade’ that impart synergy to these two forces. This unit will look at these elements/dimensions of an innovative organisation in turn.</p> <p>Unit 5: National Systems of Innovation: As we have seen in earlier units, innovation is the outcome of complex forces. This final unit focuses on one significant factor shaping innovation – the National Innovation System (NIS). A NIS provides the political, economic and legal context for innovation. It does this through policies on <i>inter alia</i> SMEs, the tax system, information and support and grants and subsidies.</p>	Spring	20

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<p>This 'package' of measures constituting a country's NIS will be influenced by political ideology and priorities. This unit will identify the key elements of a NIS and apply these to the UK. Tutors in other countries can draw equivalent, relevant material from the NIS in their countries</p> <p>Assessment: Assignment 100%</p>		
<p>Multinational Enterprise</p> <p>Module Description: This module aims to develop students' awareness and understanding of the process of globalisation, the role played by Multinational Enterprises (MNE's) as both cause and consequence of this process, and the implications of this for a variety of stakeholders of the MNE's.</p> <p>Module content: The changing map of global output trade and investment; the nature, role and importance of the multinational enterprise; theories of foreign direct investment; Impacts on Home and Host economies; Multinational enterprises and their international and local stakeholders; Multinational enterprises and political control; Multinational enterprises and emerging markets; Multinational enterprises, corporate social responsibility and their inclusivity stance.</p> <p>Assessment: Coursework 25%; Coursework 75%</p>	Spring	20
<p>NewsDays 2 (Magazine)</p> <p>Module Description: News days (Magazine) is a 20-credit practical module. It pulls together skills students have gleaned in Reporting 1 (news) and Reporting 2 (features) in the research, design and production of a business magazine serving the region. Students will gain professional experience that will enhance their employment prospects as well as gaining new perspectives on the publishing process and business scene. It is assessed by a portfolio of work, a continually assessed log book and critical reflection essay.</p> <p>Module content: Identifying media audiences and niche markets; Researching features and news; Principles of layout and subediting; Image handling; News writing; Feature writing; and Teamwork.</p> <p>Assessment: Portfolio 100%</p>	Spring	20
<p>Sports Journalism</p> <p>Module Description: This module is designed to provide key skills required for a rapidly expanding and changing news industry. While the module will cover academic and theoretical aspects, it is heavily-g geared to vocational training and testing the student's ability to provide fast and accurate stories for a range of media. Students will be expected to produce reports for print, broadcast or web-based media based on attendance at real-life sporting events.</p> <p>Module content: Content will provide students with a basic understanding of how the world of sports journalism functions, an insight into the relationship between sports organisations and clubs and the media, an appreciation of the increasing cross-over between sport and hard news, and the rise of celebrity culture and its impact on sport. As a formative exercise, students will be asked to work with others to produce a short critique of a sports story that appears across several media platforms (Week 5). In addition, students will be expected to produce reports for print, broadcast or web-based media based on attendance at real-life sporting events.</p> <p>Assessment: Portfolio 100%</p>	Spring	20
<p>Political Communication & Public Affairs</p> <p>Module Description: This module introduces students to the political and public policy aspects of public relations and communication.</p> <p>Module content: History of political thought; Key concepts and issues (public sphere, power, democracy, ethics of lobbying, activism, globalisation, transparency, social</p>	Spring	20

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<p>media); The lobbying business; The influence of focus groups on politics; The politics of influence; Structure of government and civil society; Consumers and citizens; The role of the fourth estate (media); and Researching and writing issues-based papers. Assessment: Essay 50%; Briefing paper and campaign outline 50%</p>		
<p>Strategic Marketing</p> <p>Module Description: This module is designed to move from tactical/operation marketing activities towards taking a more strategic focus. It considers a wide range of marketing issues affecting organisations and brings a critical evaluation of strategic marketing theory with application leading to innovative solutions.</p> <p>Module content: How marketing informs strategy and the strategic marketing process; Marketing Planning; Strategic Marketing Analysis; Strategy Formulation - Mission and Objectives, Analysing the Product Portfolio, Strategies for Market Leaders, Followers, Challengers and Nichers; Strategic application of the extended marketing mix; Value-based marketing in profit and non-profit organizations; and Strategic Evaluation, Implementation and Control: Choice criteria, Modelling Approaches.</p> <p>Assessment: Coursework 50%; Exam 50%</p>	Spring	20
<p>Strategic Retail Management</p> <p>Module Description: This module aims to set retailing activities into a strategic marketing management context and provide a coherent framework for the recognition of key retail marketing strategic issues. This module is designed to move from tactical/operation retail management activities towards taking a more strategic focus. It considers a wide range of marketing issues affecting organisations and brings a critical evaluation of strategic marketing and strategic management theory with application leading to innovative solutions.</p> <p>Module content: The Retail Marketing environment – from a global perspective including factors bringing about change, the development of retailer power, retail market structure and consumer trends including consumerism issues; The Impact of Information Technology including key retail issues such as the marketing interface with stock control and logistics; Retailing strategy - an appreciation of present and future trends in the industry; Customer needs and wants and resulting research issues - including identification of existing and potential customers, the retail store choice process, changing customer attitudes and trends, retail positioning and segmentation issues; The Retail Marketing Mix including an understanding of how the retail mix differs from the standard marketing mix, category management and assortment and the role of advertising and promotion; The Retailer as a brand - key contemporary issues in retail branding including the relationship between manufacturer and retailer branding strategies; and Creating the Retail Selling Environment – the principles and practice of in-store planning and presentation including key aspects such as atmospherics.</p> <p>Assessment: Assignment 100%</p>	Spring	20