University of Worcester

Module Description

Module Title	**Leadership and Change Management**
Module Code	**BMGT4301**
Subject	**Business and Management**

Module Overview

The challenges and demands of business leadership require informed scrutiny in the context of current and emerging contexts such as the collapse of old economies, the digital revolution, climate change, and the global shift in economic power. The aim of this module is to provide a conceptual and applied leadership skill set which underpins managers understanding of their approach to leadership throughout the organisational change process. Techniques to explore organisational conditions, evaluate change indicators, and deliver sustainable change effectively will be reviewed in-depth.

Intended Learning Outcomes

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

1. Evaluate core qualities, behaviours, and skills of leadership practice in a range of business change scenarios
2. Apply evidence-based methodologies to leadership situations
3. Critically analyse key change and leadership paradigms

Assessment

	Summative Assessment Items	**Indicative Word Limit or equivalent (e.g. time)**	**Weighting**
Summative Assessment*	Management group presentation	30 minute presentation	50%
	Reflective essay	1500 words	50%

Module Description

Module Title	Managing Corporate Reputation
Module Code	BMGT4309
Subject	Business and Management

Module Overview

Nowadays, corporate reputation is a complex business and an essential aspect of contemporary management, drawing together a variety of disciplines. The aim of this module is to provide an insight into why corporate reputation and communications work in a particular way, exploring the ways in which organizations can manage their corporate reputation by minimizing the gap between what they do, what they say and how they are perceived by the audiences that matter to them.

Intended Learning Outcomes

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

1. Define, analyse and evaluate the tactical and strategic role of Reputation Management and its practice as a management function
2. Effectively articulate the relationship between Reputation Management, Corporate Branding and Public Relations
3. Critically analyse organisations, their stakeholders and the environments in which they function
4. Create, implement and evaluate effective, legal, ethically and socially responsible Reputation Management strategies.

Assessment

	Summative Assessment Items	Indicative Word Limit or equivalent (e.g. time)	Weighting
Summative Assessment*	**Individual Written Report**	2,500	100%

University of Worcester

Module Description	
Module Title	**International Human Resource Management**
Module Code	**BMGT4321**
Subject	**Business and Management**

Module Overview
This module examines the increasingly complex global challenge of resourcing the right employees in order to create sustainable competitive advantage within an organisation. Within competitive, international employment markets this task is much more than writing job advertisements, interviewing candidates and making a job offer. Creating an effective global brand as an employer, designing reliable and valid recruitment processes that take account of cultural differences and developing talent management strategies able to fulfil the future needs of a global organisation are all addressed within this module.

Intended Learning Outcomes
On successful completion of the module, students should be able to:

1. Analyse global employment markets and critically examine how these impact upon organisations

2. Evaluate effective recruitment and selection processes for building long-term sustainable organisational performance

3. Critically assess strategies for developing global talent pools

4. Investigate legal and ethical challenges faced by global organisations in determining sustainable talent management strategies

Assessment			
Summative Assessment*	**Summative Assessment Items**	**Indicative Word Limit or equivalent (e.g. time)**	**Weighting**
	Group Presentation	20 Minutes	40%
	Written Report	1500 words	60%

Module Description

Module Title	**Engaging the Diverse Workforce**
Module Code	**BMGT4322**
Subject	**Business and Management**

Module Overview

Employee engagement is argued to be a key factor in enhancing sustainable organisational performance, and the increasing social, cultural and international diversity of the workforce presents organisations with particular challenges in doing this. This module debates the concept of employee engagement, examining the individual and organisational factors which lead to it; its consequences for organisations and the employees within them, and the human resource practices and strategies which are best able to realise it.

Intended Learning Outcomes

By the end of the module, students will be able to:

1. Critically analyse the concept of employee engagement and its impact on sustainable organisational performance.
2. Critically evaluate the employee perspective on employee engagement
3. Develop a critical understanding of key dimensions of labour market diversity and their possible implications for employee engagement.
4. Critically analyse the impact of human resource strategies and leadership styles on employee engagement and the achievement of sustainable organisational goals.

Assessment

	Summative Assessment Items	Indicative Word Limit or equivalent (e.g. time)	Weighting
Summative Assessment*	Essay	`1500	50%
	Pre-seen case-study exam	1.5 hours	50%

Module Description

Module Title	**Coaching and Mentoring**
Module Code	**BMGT4323**
Subject	**Business and Management**

Module Overview

There has been significant interest and growth in the use of coaching and mentoring in organisations and as a method of personal, professional and management development. This module offers an opportunity to engage with development of intellectual, social and professional skills necessary to design, apply and practise coaching and mentoring to support personal and performance development. It develops a critical awareness and understanding of the potential and limitations of coaching and mentoring models, frameworks and associated theories and their implications for professional practice.

Intended Learning Outcomes

By the end of the module, students will:

1.   Critically assess a range of theories, models and frameworks of coaching and mentoring
2.   Discuss how relevant models or frameworks can be applied to effectively provide coaching and/or mentoring support in either an organisational, professional or personal context
3.   Critically reflect upon ethical and professional issues and continuous professional development within coaching and mentoring
4.   Articulate personal learning resulting from practice, reflection, supervision and feedback.

Assessment

	Summative Assessment Items	Indicative Word Limit or equivalent (e.g. time)	Weighting
Summative Assessment*	**Individual Written Assessment**	2500	100%

Module Description

Module Title	Research Methods
Module Code	BGMT4375
Subject	Business and Management

Module Overview

This module aims to introduce students to the research process and develop their research skills and ability in order to undertake an independent research project. The module provides approaches to systematic search of the literature and helps students underpin their research project within an appropriate academic field through the development of research aims, questions and objectives/hypothesis. The module examines the appropriateness of different research methodologies and methods from theoretical, practical and organisational perspectives. The module culminates with the students submitting a research proposal. The research proposal provides a foundation from which students can progress to undertake an independent research project.

Intended Learning Outcomes

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

1. Formulate as appropriate, research aims, questions and objectives / hypotheses for the proposed research study
2. Critically evaluate academic literature relevant to the field of proposed study to inform the research rationale and design
3. Design research methodologies and methods to achieve stated research aims
4. Evaluate the suitability of particular research approaches and methods to analyse business and/or organisational issues to achieve research aims
5. Critically discuss key ethical issues related to the proposed research study

Assessment

	Summative Assessment Items	Indicative Word Limit or equivalent (e.g. time)	Weighting
Summative Assessment*	Research Proposal	2500	100%

Module Description

Module Title	**Research Project**
Module Code	**BMGT4376**
Subject	**Business and Management**

Module Overview

The Research Project requires students to apply appropriate research methods to a topic in their specialist area in order to produce a structured and academically sound 15,000-word report. The Research Project is an independent piece of work which draws on wider skills and knowledge and it is guided by a member of academic staff who acts as a supervisor/facilitator.

Intended Learning Outcomes

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

1. Apply skills and knowledge in order to produce a rigorous and well researched written report that either addresses a current business issue or organisational context.
2. Critically evaluate current research and advanced scholarship in their specialist area of study.
3. Devise and implement appropriate methodology and methods to produce rigorous answers to stated research questions.
4. Marshall evidence and draw appropriate conclusions and recommendations based on a sound understanding of the appropriate theories, concepts and models.
5. Produce written work to a high level of competence, based on accepted standards of clarity and coherence, supported by appropriate references to the sources used and adherent to the University ethical policy and process.

Critically review personal learning as a researcher and the potential impact of the research on an organisation or organisational context.

Assessment

	Summative Assessment Items	Indicative Word Limit or equivalent (e.g. time)	Weighting
Summative Assessment*	Research Project	15,000 words	100%

Module Description	
Module Title	**Corporate Entrepreneurship and Innovation**
Module Code	**BMGT4305**
Subject	**Business and Management**

Module Overview
Big organisations are only too aware of the challenges of dynamic and changing markets and the competitive challenge of small, entrepreneurial firms. Entrepreneurship and innovation are at the core of wealth and social creation and continuous innovation, both incremental and radical, is increasingly seen as essential to maintain competitive advantage both for companies and for nations as a whole. Innovation may be risky, but no innovation is riskier still. Whilst entrepreneurship is about self-development, corporate entrepreneurship is about organisational development. This module takes an organisational design approach to the challenge of innovation, focusing upon the four pillars of organisational architecture in order to assess an organisations entrepreneurial orientation.

Intended Learning Outcomes
On successful completion of the module, students should be able to*:* 1. Critically analyse what is meant by the term 'entrepreneurial architecture' and how it might be shaped through leadership, culture, structure and strategies so as to make an organisation more innovative and entrepreneurial. 2. Critically evaluate the role of corporate entrepreneurship as organisations respond to environmental change. 3. Research and critically evaluate the architecture of an organisation using entrepreneurial/innovation audits. 4. Propose and critically appraise a number of strategic options/areas to improve its entrepreneurial orientation.

Assessment			
	Summative Assessment Items	**Indicative Word Limit or equivalent (e.g. time)**	**Weighting**
Summative Assessment*	Individual Written Report	2500	100%

Module Description

Module Title	Cyber Security and The Online Market
Module Code	BGMT4315
Subject	Business and Management

Module Overview

Most aspects of Marketing are now digital. Decisions are mostly based on the sophisticated and appropriate range of market analysis of in-depth consumer, competitor and environmental data. Students will get hands-on experience of Marketing Analytics tools, including marketing research visualization, predictive analytics, key marketing models, social media research, and text analytics. Students will learn how to use software that they will need when conducting marketing analyses in real business environment

However, all this digital data needs to be kept secure, and privacy needs to be respected. An organisation that fails in either can easily go out of business. Even after a breach, there is a field within brand management that can effectively manage the fallout from a cyber-attack to maintain organisation reputation.

Intended Learning Outcomes

On successful completion of the module, students should be able to:
1. Analyse the basic requirements for keeping an on-line system secure and meeting GDPR requirements and to redesign as appropriate
2. Evaluate the use of a web analytics tool like Google Analytics to improve website effectiveness regarding acquisition and retention of customers
3. Evaluate how web scraping and other tools such as UCINET can be used by an organisation for marketing advantage

Assessment

	Summative Assessment Items	Indicative Word Limit or equivalent (e.g. time)	Weighting
Summative Assessment*	Consultancy Report	1250 words	50%
	Practical Solution	1250 words equivalent	50%

Module Description	
Module Title	**Business Information Systems**
Module Code	**BMGT4316**
Subject	**Business and Management**

Module Overview
This module provides an opportunity to combine an understanding of information systems with management practices for the management of information systems within a business/organisational context. It allows exploring organisational and management theories, concepts and issues of information management and examining the role of IS in shaping the business and organisational context. In today's business environment IS plays a pivotal role in integrating the supply chain and enhancing business performance and competitiveness.

Intended Learning Outcomes
By the end of the module, students will be able to:

1. Critically examine how the implementation of information systems (IS) shape organisational context and how organisations cope with change to a new or updated IS implementation

2. Investigate how managers can be better prepared for unpredictability, unintended outcomes and possible harmful consequences of changes caused by the introduction or update of information systems.

3. Evaluate the need to provide seamless integration across a business/organisational structures, operations and processes to accommodate a new IS.

4. Critically examine the complexities of social, cultural, governance, ethical and structural aspects of IS management.

Assessment			
	Summative Assessment Items	**Indicative Word Limit or equivalent (e.g. time)**	**Weighting**
Summative Assessment*	Case Study	2500	100%

Module Description

Module Title	Managing Across Cultures
Module Code	BMGT4317
Subject	Business and Management

Module Overview

This module takes as its starting point the assumption that management of organisations, large and small, is now usually done across national boundaries. This is due to competitive forces as well as technological and political changes. These dynamic shifts have led to the need for managers to have more than a passing appreciation of the cultures that various stakeholders come from. The stakeholders include customers, employees, and suppliers as well as governments and competitors and it is the relationship between these and the manager which this module seeks to explore. This module examines the task of management in today's international and global business environment. It critically examines the key tasks of management and the theories that underpin them, considering the appropriateness of theory, models, and concepts to differing cultural environments and developing an approach which places theory in the cultural context within which it operates.

Intended Learning Outcomes

On successful completion of the module, students should be able to demonstrate good research, analysis and critical evaluation through the following:

1. Evaluate theories of cultural difference with regard to their impact on international management practices.
2. Assess the applicability of management theory to specific cultural contexts.
3. Analyse appropriate management practices and leadership styles for specific cultural contexts.

Assessment

	Summative Assessment Items	Indicative Word Limit or equivalent (e.g. time)	Weighting
Summative Assessment*	Assessment 1: Group Poster	One poster size zero	30%
	Assessment 2: Open book (1 double sided A4 notes) exam	2 hours exam	70%

Module Description	
Module Title	**Managing for Sustainable Futures**
Module Code	**BMGT4318**
Subject	**Business and Management**

Module Overview
The module provides a critical insight into the emerging field of sustainable management by critically examining the conceptual underpinnings of sustainability to address the increasingly important sustainability agenda. It will explore differing organisational responses to (un)sustainable and (ir)responsible business in the face of growing stakeholder expectations of economic, environmental and social sustainable business futures. Students will apply the knowledge and skills developed throughout in-class lecture and seminar activities to critically evaluate the performance of organisations and critically analyse potential responses that can promote sustainable futures.

Intended Learning Outcomes
1. Evaluate and critically reflect upon the conceptual underpinnings and practical implementation of corporate sustainability in line with organisational performance indicators and international environmental and social management standards 2. Critically evaluate and develop appropriate management strategies to address sustainability challenges and respond to stakeholders' and wider societal expectations of environmental and social protection 3. Collect, critically analyse and synthesise qualitative and quantitative data effectively by the application of methodological techniques and evaluate the findings

Assessment			
	Summative Assessment Items	**Indicative Word Limit or equivalent (e.g. time)**	**Weighting**
Summative Assessment*	Group Presentation	20 minutes	40%
	Exam (notes on 2 sides of A4 permitted)	2 hours	60%