

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

Module Description			
Module Title	Global Strategy		
Module Code	BMGT4306		
Subject	Business and Management		
Module Overview			
The module introduces students to what strategy is, explores the context of business and analyses the decision-making practices of organisations whose activities are embedded in, and constrained by, the intense global environment. It examines the process of strategy development to evaluate and recommend ways for organisations to maintain their competitive advantages. With a focus on real business cases, the module will provide a real world understanding of contemporary strategic issues. Strategy provides the direction for any organisation; hence, it is essential for future business leaders to develop a good understanding of its principles and its paramount importance for business success.			
Intended Learning Outcomes			
<i>On successful completion of the module, students should be able to:</i> <div><div></div><div>1. Evaluate strategic aspects that influence the competitive advantage of organisations.</div><div>2. Critically apply strategic models and theories to case study situations.</div><div>3. Systematically analyse strategic issues in a specific context.</div><div>4. Synthesise analysis findings to offer strategic recommendations.</div></div>			
Assessment			
Summative Assessment*	Summative Assessment Items	Indicative Word Limit or equivalent (e.g. time)	Weighting
	Exam	2 hours	100%

Module Description			
Module Title	Financial Management		
Module Code	BMGT4308		
Subject	Business and Management		
Module Overview			
The main objective of this module is to provide an understanding of financial management to enable managers to make informed financial decisions. The module provides critical discussion and analysis of the key financial choices faced by management within a variety of organisations both domestic and international. The module covers areas such as the choice regarding financing the business – both the costs and risks involved; shareholder value – how to measure and manage this; critical analysis of financial performance and the complex decisions regarding business restructuring. Real world examples and data are used to demonstrate the practical application of the concepts and methods studied.			
Intended Learning Outcomes			
On successful completion of the module, students should be able to:			
1. Make informed financial decisions and judgements based on the outcomes of accounting analysis.			
2. Select and apply appropriate accounting techniques to critically analyse financial data in a variety of business decision making scenarios.			
3. Evaluate the external environment in order to make decisions that will result in businesses surviving and prospering over the long-term.			
4. Demonstrate a critical appreciation of the following areas in management decision-making: financing choices, selection of investment projects and the measurement of return to shareholders and debt holders.			
Assessment			
Summative Assessment*	Summative Assessment Items	Indicative Word Limit or equivalent (e.g. time)	Weighting
	Closed book Exam using seen case study	2.5 hours	100%

Module Description			
Module Title	Contract and Procurement		
Module Code	BMGT4312		
Subject	Business and Management		
Module Overview			
<p>Contract and Procurement management is a key function of any successful business or project. It is an essential part of managing business operations, the supply chain and a key part of successful project management.</p> <p>This module examines theory, tools, techniques, and strategies of managing the procurement process and contract negotiation. It will enable an opportunity to use theoretical and practical tools to create a procurement strategy for a chosen organisation/project. This will enable students to develop skills in developing a plan to implement, monitor and manage the strategy including the assessment of risks and opportunities included in the strategy.</p>			
Intended Learning Outcomes			
<p>By the end of the module, students will be able to:</p> <ol style="list-style-type: none">1. Critically apply procurement models to identify the benefits and risks associated with the procurement function and its impact on an organisation or project2. Apply tools including web based and automated applications that support the implementation of successful procurement practices3. Develop the skills and knowledge required to analyse and evaluate suppliers, implement, monitor and manage contract development and procurement strategies			
Assessment			
Summative Assessment*	Summative Assessment Items	Indicative Word Limit or equivalent (e.g. time)	Weighting
	Individual Presentation	15 minutes	50%
	Individual Report	1500 words	50%

Module Description			
Module Title	Risk and Quality Management		
Module Code	BMGT4313		
Subject	Business and Management		
Module Overview			
This module explores the theory and practices of risk and quality management and the critical role they play in successful project management and in enhancing the competitive advantage of contemporary organisations. In today's business environment systematic risk and quality management are cornerstones for survival and, indeed, business growth. The module will cover the various risk and quality management tools and techniques and provide an opportunity to critically evaluate their use in real-life project and business contexts.			
Intended Learning Outcomes			
By the end of the module, students will be able to:			
<div><div></div><div>1. Critically evaluate the essential role Risk and Quality Management play in helping organisations achieve their strategic goals</div><div>2. Systematically apply Quality and Risk Management tools and techniques in different project and business contexts</div><div>3. Critically appraise the practice of Quality and Risk Management in different application contexts against best practices</div><div>4. Develop recommendations for improving practice based on your knowledge and understanding of theory and best practices</div></div>			
Assessment			
Summative Assessment*	Summative Assessment Items	Indicative Word Limit or equivalent (e.g. time)	Weighting
	Individual Consultancy Report	2500	100%

Module Description			
Module Title	BMGT4314		
Module Code	Project Management Theory and Practice		
Subject	Business and Management		
Module Overview			
<p>Project management (PM) skills are becoming sought after in today’s job market. Fierce competition is driving companies towards more innovative products and services, and successful (PM) is key for survival and growth.</p> <p>This module examines professional (PM) theory, tools and techniques. This practical, hands-on module will introduce students to the key stages of a typical project life cycle and cover topics as project justification, project business case, project planning, risk management, project execution and control and project evaluation and closure. Teamwork skills will be enhanced through groupwork on delivering a project plan that aims to achieve specific objectives based on a given client brief.</p>			
Intended Learning Outcomes			
<p>By the end of the module, students will be able to:</p> <ol style="list-style-type: none">1. Demonstrate critical evaluation and deep knowledge of Project Management theory, tools and techniques2. Critically apply various PM tools and techniques for developing a project plan3. Critically analyse the factors that impact on managing projects successfully in light of theory and standards of project management best practices4. Apply project management skills through working on projects of your own choice			
Assessment			
Summative Assessment*	Summative Assessment Items	Indicative Word Limit or equivalent (e.g. time)	Weighting
	Assignment 1 – Group Presentation based on a group project activity	20 min	40%
	Assignment 2 – Individual Report based on a group project activity	1500 words	60%

Module Description			
Module Title	Research Methods		
Module Code	BGMT4375		
Subject	Business and Management		
Module Overview			
<p>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.</p>			
Intended Learning Outcomes			
<p><i>On successful completion of the module, students should be able to:</i></p> <ol style="list-style-type: none">1. Formulate as appropriate, research aims, questions and objectives / hypotheses for the proposed research study2. Critically evaluate academic literature relevant to the field of proposed study to inform the research rationale and design3. Design research methodologies and methods to achieve stated research aims4. Evaluate the suitability of particular research approaches and methods to analyse business and/or organisational issues to achieve research aims5. Critically discuss key ethical issues related to the proposed research study			
Assessment			
Summative Assessment*	Summative Assessment Items	Indicative Word Limit or equivalent (e.g. time)	Weighting
	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:'			
<div><div></div><div>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.</div><div>2. Critically evaluate current research and advanced scholarship in their specialist area of study.</div><div>3. Devise and implement appropriate methodology and methods to produce rigorous answers to stated research questions.</div><div>4. Marshall evidence and draw appropriate conclusions and recommendations based on a sound understanding of the appropriate theories, concepts and models.</div><div>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.</div></div>			
Critically review personal learning as a researcher and the potential impact of the research on an organisation or organisational context.			
Assessment			
Summative Assessment*	Summative Assessment Items	Indicative Word Limit or equivalent (e.g. time)	Weighting
	Research Project	15,000 words	100%

Module Description			
Module Title	Corporate Entrepreneurship and Innovation		
Module Code	BMGT4305		
Subject	Business and Management		
Module Overview			
<p>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.</p> <p>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.</p>			
Intended Learning Outcomes			
<p>On successful completion of the module, students should be able to:</p> <ol style="list-style-type: none">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*	Summative Assessment Items	Indicative Word Limit or equivalent (e.g. time)	Weighting
	Individual Written Report	2500	100%

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:			
<div><div>1.</div><div>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</div></div> <div><div>2.</div><div>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.</div></div> <div><div>3.</div><div>Evaluate the need to provide seamless integration across a business/organisational structures, operations and processes to accommodate a new IS.</div></div> <div><div>4.</div><div>Critically examine the complexities of social, cultural, governance, ethical and structural aspects of IS management.</div></div>			
Assessment			
Summative Assessment*	Summative Assessment Items	Indicative Word Limit or equivalent (e.g. time)	Weighting
	Case Study	2500	100%

Module Description			
Module Title	Managing Across Cultures		
Module Code	BMGT4317		
Subject	Business and Management		
Module Overview			
<p>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.</p>			
Intended Learning Outcomes			
<p>On successful completion of the module, students should be able to demonstrate good research, analysis and critical evaluation through the following:</p> <div><div>1.</div><div>Evaluate theories of cultural difference with regard to their impact on international management practices.</div></div> <div><div>2.</div><div>Assess the applicability of management theory to specific cultural contexts.</div></div> <div><div>3.</div><div>Analyse appropriate management practices and leadership styles for specific cultural contexts.</div></div>			
Assessment			
Summative Assessment*	Summative Assessment Items	Indicative Word Limit or equivalent (e.g. time)	Weighting
	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			
<p>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.</p> <p>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.</p>			
Intended Learning Outcomes			
<p>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</p> <p>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</p> <p>3. Collect, critically analyse and synthesise qualitative and quantitative data effectively by the application of methodological techniques and evaluate the findings</p>			
Assessment			
Summative Assessment*	Summative Assessment Items	Indicative Word Limit or equivalent (e.g. time)	Weighting
	Group Presentation	20 minutes	40%
	Exam (notes on 2 sides of A4 permitted)	2 hours	60%