



## BA (Hons) Business Management Study Plan for Final Year

All Hull University Business School modules are worth 20 UK Credits. All students must study a total of 120 UK Credits / 6 modules across the academic year (60 UK Credits / 3 modules in each Trimester).

Please read the following table to view the compulsory modules included in the above programme and the optional modules that you should choose from:

Trimester 1 (Sep-Jan)		Trimester 2 (Feb-May)	
<b>Compulsory</b>	Business Strategies	<b>Compulsory</b>	International Business
You must select <b>two</b> of the following optional modules:		You must select <b>one</b> of the following optional modules:	
<b>Optional</b>	Employee Relations and Engagement	<b>Optional</b>	SMART: Problem-solving for Complex Systems
<b>Optional</b>	Assessing Entrepreneurial Opportunities	<b>Optional</b>	Research Project
		You must then select <b>one</b> further optional module:	
<b>Optional</b>	Organisation in the Digital Economy	<b>Optional</b>	Critical Concepts in HRM
<b>Optional</b>	Sustainability Reporting and Communication	<b>Optional</b>	Creating the New Venture
<b>Optional</b>	Global Logistics and Port Management	<b>Optional</b>	Cybersecurity and Organisational Resilience
<b>Optional</b>	Services Marketing	<b>Optional</b>	Supply Chain Sustainability and the Environment
<b>Optional</b>	Managing your Money - Personal Finance Planning	<b>Optional</b>	Digital Marketing and Social Media
<b>Optional</b>	Business Project Management	<b>Optional</b>	Leadership and Change Management
<b>Optional</b>	Comparative International Human Resource Management		

Please note that this information is correct at the time of print, but may be subject to change.

# Trimester 1 Core Modules

## Business Strategies (600552)

### Indicative Content

This module will discuss the process of formulating business strategies with an emphasis on the diversity of global strategic issues, methods and perspectives and the need for strategic integration across different organisational levels and functions. The module will emphasise the complexity, uncertainty, and diversity of organisational environments and their influences on strategic decision making that creates stakeholder value and sustainable strategic advantage. It will also consider the role of strategic leadership in these processes as well as critical issues in implementing business strategies. The module will include aspects of international business strategy. This module will discuss a wide range of issues, including:

- Business strategies –context, concepts and perspectives.
- Strategy in complex, uncertain and diverse global business environments.
- Strategic analysis: purpose, role and implications for strategic decision making.
- Sources of strategic advantage.
- Strategic choices, stakeholder value and sustainable advantage.
- Strategic interdependence across organisational levels and functional areas.
- Critical issues in implementing business strategies.

### Assessment Method

Assessment type and title (where relevant)	%
Individual Report – Strategic analysis	50
Individual Essay - Critical evaluation and revision of a business strategy	50

# Trimester 1 Optional Modules

## Employee Relations and Engagement (600577)

### Indicative Content

The module discusses the complex nature of the employment relationship and the engagement practices that contribute it to its responsible management.

Key themes include:

- Theoretical and conceptual models of employee relations and engagement – unitarist and pluralist conceptions.
- An exploration of the different conceptions and practices concerning conflict and consensus in the employment relationship.
- Contextual factors influencing developments in employee relations and engagement (the parties; socio-legal- economic-labour market context).

- An exploration of the way in which historical, national, cultural factors give rise to individualistic/collectivist expectations and practices in the employment relationship.
- Internationalisation and employee relations and engagement implications.
- Forms of participation and involvement; collective bargaining and employee voice in unionised and non-unionised settings.

Management strategies in relation to employee engagement. An exploration of the distinctive contribution of engagement strategies to the strategic management of HR and employment relations

### Assessment Method

Assessment type and title (where relevant)	%
Individual Essay	100

## Assessing Entrepreneurial Opportunities (600423)

### Indicative Content

The module is cross disciplinary allowing students to develop a critical understanding of how to assess a business opportunity with the aim to allow for effective decision making, in starting a business or creating a new venture, product or service within an existing organisation. Thus key areas of study include:

- Micro & Macro Market Assessment
- Micro & Macro Industry Assessment
- Ideation and creative thinking
- Networking and the importance of value chain interconnectedness
- Team Identification and Execution on Industry critical success factors
- Market critical success factors & risk and reward & business model viability
- Effective teamworking and innovation

### Assessment Method

Please note: this is subject to change.

Assessment type and title (where relevant)	%
Group Project (Opportunity assessment of a new venture idea)	70
Group Presentation of Opportunity assessment to a group of entrepreneurs and managers	20
Reflective Individual Report on skills and knowledge gained	10

## Organisation in the Digital Economy (600536)

### Indicative Content

The module focuses on new developments in Information and Communication Technology (ICT) affordances underpinned by important concepts from systems thinking and complexity theory. The theoretical foundation in *systems* aims to assist students in developing their own thinking and constitutes a major theme/topic in the context of this module. Similarly, the role of the digital economy as it is being shaped by an ICT-enabled networked world constitutes the second major pillar upon which different business considerations are unravelled.

The following topics will be discussed:

- Information Systems and Systems Thinking
- Overcoming the view of technology as a tool and seeing technology as an enabler
- Information for Competitive Advantage
- ICTs and Knowledge Management
- ICTs and Business Transformation
- ICTs for innovation and governance
- Ethical Issues in the Exploitation of ICTs.

### Assessment Method

Assessment type and title (where relevant)	%
An individual essay (Critical literature review in a topic on the Organisation of the Digital Economy)	75%
A concept map that will synthesize the key aspects of the module as perceived by the students, accompanied by a brief text-based reflection	25%

## Sustainability Reporting and Communication (600562)

### Indicative Content

Sustainability reporting (also known as non-financial reporting, corporate responsibility reporting, and others) is the process of communicating to stakeholders the impacts and activities of organizations on a range of social and environmental measures. Sustainability reporting appears to now be standard business practice across much of the corporate world, however there are still many important pending questions on *what* should companies report and *why*, *how* to best communicate it, and *how* can the process generate maximum value for the organizations, their shareholders, stakeholders and society at large.

This module will look at such developments and questions, and will provide an overview of existing and emerging initiatives, reporting frameworks and communication approaches that are providing tentative answers to such questions and shaping the future of sustainability reporting and communication. Indicative content of the module include:

- Brief history of sustainability reporting
- Current issues of sustainability reporting and communication
- The sustainability reporting process
- Sustainability indicators and multiple dimensions of business sustainability
- Overview of most common sustainability reporting initiatives and frameworks (inc. GRI, UN Global Compact, CDP, ISO2600, Integrated Reporting and others)
- Emerging issues and theoretical perspectives in sustainability reporting and communication

### Assessment Method

Assessment type and title (where relevant)	%
Individual Evaluation Essay	40
Individual Report	60

# Global Logistics and Port Management (600533)

## Indicative Content

This module takes a global view of supply chains and recognizes that the majority of world trade will pass through a port (airport or seaport) at some point during its journey. Students will learn about the structure of global supply chains, the basics of international procurement decision making and issues related to international transport that add to the complexity of the decision making process. Port management will be introduced as it is a specialized field but critical in the performance of global supply chains. Students will also become knowledgeable about the concept of Port-centric Logistics, learning when it may be an appropriate decision to incorporate into a firm's global supply network. Additional issues of supply chain security and visibility will be discussed as part of the module. The module will be supplemented with numerous case studies of actual industry practice.

## Assessment Method

Assessment type and title (where relevant)	%
Individual Report	50
Group Project	40
Group Presentation	10

# Services Marketing (600550)

## Indicative Content

Services are a distinct and important part of developed and developing economies which underpin much business activity. As a subject it provides the means for an organisation to develop structures and marketing activities that shape the way they link to their customers to achieve business objectives. The following list covers the main themes of the module:

- Business-to-business (industrial services) and business-to-consumer buyer behavior in a services context
- Management challenges and opportunities arising from unique characteristics of services
- Services marketing management models Unique characteristics of services e.g. SERVQUAL, relationship marketing and quality and value
- Customer expectations and the role of ethics in defining the nature of the relationship between each party.
- Service standards and designs; physical evidence and 'servicescape'
- The role of the extended marketing mix with specific focus on people, physical evidence and process as well as the key challenges posed by service characteristics on: product, price, place and promotion.
- The role of emergent technology in supporting service delivery and consumption
- The financial contribution of services and consequences of poor services.

## Assessment Method

Assessment type and title (where relevant)	%
Group Case Study Presentation	10
Individual Business Report	90

# Managing your Money - Personal Finance Planning (600567)

## Indicative Content

The module provides an introduction to the framework within which students will have to make financial decisions during their lifetime. It covers finances from student life, mortgages, to retirement and estate planning, and is designed to deliver transferable financial skills.

It is open to all students, with no pre-requisite knowledge of finance or accounting.

The mixture of research skills and academic learning provides the incentive for students to develop transferable life-skills such as problem-solving, communication and self-management.

Developing financial planning skills is critical for financial health, and students should be able to apply them to everyday situations throughout life. Consequently learning will be reinforced.

It will also allow them to help family members and their social circle.

- Structure and administration of the UK tax system
- Basic public sector finances
- Student loans and finances, including debt management
- Mortgages
- Budgeting and cash management
- Income tax - individuals and businesses
- Capital gains tax
- Inheritance tax
- Investments - classification and associated risks
- Portfolio theory - market risk and diversification
- Investments and associated borrowings
- Life assurance, pensions and annuities
- Tax-efficient savings and investment schemes
- Failure: voluntary arrangements with creditors and bankruptcy

### Assessment Method

Assessment type and title (where relevant)	%
Case study coursework, 1,500 words	30
Learning journal summary 1,000 words	20
Examination based on pre-released case study	50

## Business Project Management (600542)

### Indicative Content

Project management is a dynamic and fascinating field that has played a part in everything from putting human beings on the moon to the Crossrail extension of London's tube network. This module will introduce students to the background and development of the field, the range of concepts, tools, techniques and approaches that have developed over the years to address various project-based challenges. Project life cycles, planning, costing, options appraisal, risk identification and analysis, phasing, reporting, team working, communication, stakeholder identification and analysis, benefits realisation, closure and reflection are all likely to feature here. Consideration will be given to how businesses use project management and how they seek to create value from it. This module will also encourage (and require) students to develop the ability to critically assess differing project approaches, (and the assumptions that underpin them), to a variety of tasks and contexts. Factors that are seen as key to project success and reasons identified with project failures will be explored.

### Assessment Method

Assessment type and title (where relevant)	%
Individual Reflective Essay	100

## Comparative International Human Resource Management (600435)

### Indicative Content

Theoretical and conceptual models relating to International and comparative HRM especially those concerning country of origin and host country.

An exploration of the different conceptions and practices relating the management and development of human resources in varying cultural contexts

Contextual factors influencing developments in HRM and HRD including the roles of the state, organisations and employees.

An exploration of the way in which historical, national, cultural factors give rise to individualistic/collectivist expectations and practices in the employment relationship.

Forms of participation, involvement and employee voice in differing cultural contexts

Management approaches to the strategic management of human resources.

### Assessment Method

Assessment type and title (where relevant)	%
Examination	50%
Group project	50%

## Trimester 2 Core Modules

### International Business (600424)

#### Indicative Content

This module will explore issues in the international environment that have an impact on the behaviour and operation of firms and will cover topics related to the internationalisation of the firm and the nature of the international firm. This module will discuss a wide range of international business issues, including:

- internationalisation and the business environment: e.g. globalisation and regionalism;
- the role of regulation – multi-level governance and Intellectual Property Rights protection;
- shifts in the geography of international trade and investment flows – notably, the emerging economies ;
- the internationalisation process of large, medium and small MNEs, including the role played by innovation in enterprise development;

- the internationalisation strategies of MNEs, including entry modes, relationships between HQ and subsidiaries, investment and divestment decisions and organisational structures;

MNEs business policy and strategy, including the challenges posed by corporate social responsibility and national and organisational culture in an international context.

### Assessment Method

Assessment type and title (where relevant)	%
Individual Essay	50
Exam	50

## Trimester 2 Optional Modules

### SMART: Problem-solving for Complex Systems (600588)

#### Indicative Content

The module content is designed to enable students to understand and use a range of concepts, frameworks, methods and methodologies for

1. critical evaluation of complex problem situations (taking into account multiple dimensions of those situations as well as stakeholder perspectives),
2. making appropriate decisions and
3. developing strategies and interventions for addressing them.

Overview of some themes and topics: Systems concepts, models and problem structuring methods for complex situations: some or all of the following will be covered -

- Strategic Assumption Surfacing and Testing: choosing between strategic alternatives.
- Soft Systems Methodology: integrating diverse stakeholder perspectives to collaboratively identify feasible and desirable innovations.
- Viable System Model: designing organizations to deal with complexity
- Lean systems methodology
- Heuristics
- Design thinking.
- Systemic evaluation

The above topics and themes and other related equivalents in Systems Theory will be used discretionarily depending on the problem solving analyses that we will choose in sessions. The key issues in these topics and themes are that they are transdisciplinary, this means that students from several programmes can make use of them in their particular fields.

#### Assessment Method

Assessment type and title (where relevant)	%
Individual written assignment (2250 words)	50
Individual written assignment (2250 words)	50

## Research Project (600549)

#### Indicative Content

Students must choose a research project topic in the same subject area as their degree title or one that can be supported from the start of the work, by the school across the Subject Groups. The research project will have a theoretical orientation and primary research will often be included. The key elements of this module include independent original work on a chosen research topic; research design; the application of coherent research methods and strategy; data retrieval; time management; the analysis of results; the evaluation of findings; the presentation of results; reflection on the challenges and rewards of learning.

### Assessment Method

Assessment type and title (where relevant)	%
Project Specification	20
Research Project Report	80

## Critical Concepts in HRM (600421)

### Indicative Content

This module delivers both advanced skills and knowledge required for CIPD recognition, but also presents and explores organisational complex problems from a critical HRM perspective. The module's scope will revisit some of the core topics in this pathway, but embrace them with a critical and complex management focus. Thus the module considers:

- The historical development of HRM theory and practice in its social, economic and political context.
- Philosophies and models of HRM
- Human resource planning
- Recruitment and selection
- Performance management
- Resourcing and reward
- Employee participation and organisational democracy
- Learning and development
- Employment relations

### Assessment Method

Assessment type and title (where relevant)	%
Individual Essay	100

## Creating the New Venture (600553)

### Indicative Content

Building upon the preceding minor pathway modules, this capstone module allows students to move from theory to practice and (ideally) commercialise a developed venture idea. This the final key study areas will include:

- Team working in a start-up environment, networking skills
- Business Growth and start-up management
- Sources of finance/ Investor Pitches

- Company and regulatory structures (legal aspects)
- Constituents of a business plan.
- Financial planning for start-ups
- Functional areas including marketing plans, management and operations.
- Developing a Business Model
- Developing entrepreneurial behaviours (resilience, creativity etc.)

### Assessment Method

Assessment type and title (where relevant)	%
Group Project- Comprehensive Business Plan	70
Group Investor Presentation and Pitching Competition	20
Reflective Individual Report on entrepreneurial behaviour	10

## Cybersecurity and Organisational Resilience (600556)

### Indicative Content

This module introduces students to the broader domain of information systems security (cybersecurity) from a management perspective. With no technical competences (e.g. programming, mathematics) required, this module aims to develop responsible managers that are capable of dealing with the complexity of security-related obligations (e.g. apply ISO27001) and handle the uncertainty that comes with any risk-related field. One aspect that is of considerable focus for this course is what institutions can do to increase cybersecurity *awareness* and what organizational barriers/procedures/controls need to be put in place in order to secure the increasing protection of the organisation (organisational protection) against a variety of phenomena (e.g. fraud, money laundering, insider threats, etc). Key themes explored in this module include:

- General information systems failures and security breaches
- Cybersecurity awareness
- Foundations of Organisational Protection and applications through different phenomena
- Insider threats to businesses
- Management perspectives in tackling with organisational protection issues (e.g. breaches, financial loss).
- Theoretical frameworks that can be applied for different organisational resilience issues.

### Assessment Method

Assessment type and title (where relevant)	%
Individual Essay/ Critical review of an area in cybersecurity & organisational protection (a selection of topics will be made available to the students though they will be able to suggest their own topic as well)	70
Group Report	30

# Supply Chain Sustainability and the Environment (600531)

## Indicative Content

Building upon core and intermediate knowledge from Levels 4 and 5 respectively, this module consider the design and management of supply chains from an environmental and responsible perspective. The focus of the module will be on the analysis of best and worst practices within manufacturing and service organisations in order to explore how the effective supply chain management is crucial to sustainable development. Key areas that will be covered include:

- Sustainable supply chain management in manufacturing and service sectors
- Climate change and the science of sustainability
- Business ethics
- Environmental leadership and policy
- Reverse logistics
- Responsible procurement and fair trade
- Transport and packaging decisions for the environment
- Transport emissions control and legislation
- Sustainable quality management
- Humanitarian Logistics and disaster relief

## Assessment Method

Assessment type and title (where relevant)	%
Individual Essay	70
Individual Reflective Essay	30

# Digital Marketing and Social Media (600563)

## Indicative Content

Digital Marketing and Social Media are arguably the fastest changing disciplines in business. New theory is challenging existing thinking, as consumer's behaviour and marketing activity evolves due to digital disruption. Therefore, this module will have some flexibility in its syllabus to allow inclusion of topics which may become important over a short period of time and/or to accommodate external speakers. The following topics are indicative of the subjects considered important and are most likely to be covered.

- Introduction to digital marketing & social media
- Online consumer behaviour
- Strategic digital marketing
- IMC (Integrated Marketing Communication) and digital marketing mix
- Organic search
- Paid search
- Online advertising mix
- Social media
- Mobile marketing
- Owned content: blogging, websites, social media platforms
- Consumer generated content, niche consumer tribes, eWOM (electronic Word of Mouth), virtual worlds
- ePR (electronic Public Relations)
- Campaign planning, control and evaluation
- Digital metrics and analytics
- Ethics and digital marketing

- Future trends in digital marketing

### Assessment Method

Assessment type and title (where relevant)	%
Group presentation – comparison of digital campaigns	40
Individual report – digital marketing plan	60

## Leadership and Change Management (600560)

### Indicative Content

The module will begin by introducing classic theories of leadership, including trait and style theories, before moving to more contemporary leadership theories, which consider the need for contingencies and the possibilities of distributed leadership. The merits of transformational leadership approaches will be considered. Students will then reflect on the skills required for effective leadership and, following some self-analysis, will engage in activities to develop these skills.

Students will consider a variety of perspectives on organisational change. They will critically analyse various change management techniques, including ‘leading people through change’ and ‘leading change through people’. They will consider how to manage resistance to change and the ethical issues involved. Culture and diversity will also be addressed.

### Assessment Method

Assessment type and title (where relevant)	%
Individual Essay: ‘Leading change in organisations’	60
Individual Portfolio: ‘Leadership skills’	40



## BA (Hons) Business Management Optional Modules Form

Student Name:

Student Number:

Signature:

Trimester 1 (Sep-Jan)	Modules	Please tick the optional module(s) you wish to study.
Compulsory	Business Strategies	n/a
You must select <b>two</b> of the following optional modules:		
Optional	Employee Relations and Engagement	
Optional	Assessing Entrepreneurial Opportunities	
Optional	Organisation in the Digital Economy	
Optional	Sustainability Reporting and Communication	
Optional	Global Logistics and Port Management	
Optional	Services Marketing	
Optional	Managing your Money - Personal Finance Planning	
Optional	Business Project Management	
Optional	Comparative International Human Resource Management	

Trimester 2 (Feb-May)	Modules	Please tick the optional
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		<b>module you wish to study.</b>
<b>Compulsory</b>	International Business	n/a
<p>You must choose <b>two</b> optional modules for this trimester. The first optional module <b>must</b> be either SMART: Problem-solving for Complex Systems or Research Project.</p>		
<b>Optional</b>	SMART: Problem-solving for Complex Systems	
<b>Optional</b>	Research Project	
<p>You must then also choose <b>one</b> of the below modules:</p>		
<b>Optional</b>	Critical Concepts in HRM	
<b>Optional</b>	Creating the New Venture	
<b>Optional</b>	Cybersecurity and Organisational Resilience	
<b>Optional</b>	Supply Chain Sustainability and the Environment	
<b>Optional</b>	Digital Marketing and Social Media	
<b>Optional</b>	Leadership and Change Management	