

Management (Master)

Contents

Employment Law.....	4
Human Resource Strategy	4
Organisational Behaviour	5
Managerial Analysis	6
Managing Information for Decisions	6
International Human Resource Management.....	7
Postgraduate Dissertation Proposal	8
Research Methods	8
New Venture Creation.....	9
Individual Research Project.....	10
Launch a Venture.....	11
The Global Professional	12
Consultancy Skills.....	13
Group Consultancy Project	13
HR Dissertation	14
Postgraduate Dissertation (30 Credits).....	15
Global Leadership and Change	16
Managing People in Organisations (F/T)	18
Human Resource Management in Context	19
Leading, Managing and Developing People.....	20
Developing Skills for Business Leadership.....	21
Investigating a Business Issue from a HR Perspective	22
Resourcing and Talent Management	22
Learning and Talent Development.....	23
Managing Employment Relations	25
Reward Management	25
Dissertation Planning.....	27
Professional Competency for Human Resource Management.....	28
Human Resource Management in a Global Context.....	29
Developing and Leading People	30
Managing Diversity and Inclusion.....	31
Professional and Personal Excellence (PROPEL 1 - DEVELOPING SELF-AWARENESS)	32
Professional and Personal Excellence (PROPEL 2 - DEVELOPING RELATIONSHIPS).....	32

Leadership: Ethics and Power	33
Innovation, Venture Creation and the Enterprising Mindset	34
Ageing society	35
Leading Managing and Developing People.....	36
Reward Management	37
Leadership: Power & Ethics	38
Judgement and Decision Making.....	39
HRM in a Global Context	40
Emotional Intelligence for the Effective Leader	40
Managing Employee Relations	42
Resourcing and Talent Development.....	42
Fundamentals of Management.....	43
Fundamentals of Leadership	44
Developing Your Professional Self	44
People Matter.....	46
Responsible Leadership and Systemic Risk Management for Business	47
Responsible Leadership and Systemic Risk Management in the Public Sector	48
Strategic Communication	49
Using People Analytics in Business Practice	50
Working lives in context	51
Learning Design and Performance.....	52
Strategic Employment Relations.....	52
Leadership & Management Development in Context.....	54
Managing People in an International Context.....	54
Organisational Design & Development.....	55
Managing and developing people	56
Developing skills for personal effectiveness, ethics and business acumen	57
Strategic Reward Management	58
Humanitarian Challenges	60
Global Business And Human Rights.....	60
Employment Law.....	61
Research Methods and Techniques	62
Corporate Responsibility and Governance.....	63
International Business Strategy.....	64
International Business Environment.....	64
Strategic Management	65

Postgraduate Research Paper	66
Cross Cultural Management	67
The Strategic Leader	67
The Engaging Leader.....	68
The Leading Leader.....	68
Personal and Professional Career Development	69
Masterclasses in Strategic Communication Leadership.....	70
Leading Strategic Communication	70
Applied Research Report.....	71
Professional Skills	71
New Venture Creation.....	72
Applied Consultancy Project	73
Business Research Project.....	74
Contemporary Strategic Thinking.....	74
Work Based Project (WBP)	75
Strategic Management	76
The Circular Economy and Responsible Resource Management	77
The Curious Mindset	77
The Context of International Business	79
Managing Sustainable Challenges	79
Strategic Communication, Business and Society	80
The Strategy of International Business	81
Professional Placement.....	81
Strategic Management and Innovation.....	83
MPA Project	84

Employment Law	
MODULE CODE	BML0097
CREDIT RATING	15 credits / 7.5 ECTS
LEVEL	
LEARNING METHODS	Total 150 learning hours 20 hours contact time (seminars / workshops) 130 hours Guided independent Study
SYNOPSIS	Employment law spans a number of important topics that are crucial for successful people management and organisational performance. This module seeks to introduce you to specialist understanding of employment law underpinning topics covered in other modules. It covers the rights of workers, the employment relationship and wider workplace regulations, from leave and flexible working, to equalities, health and safety law and visa / settlement issues of workers following the UK's withdrawal from the EU in January 2020. In this module, you will approach understanding the law from a practical, people management perspective in a way that promotes good practice in organisations, supports employees and the negative impacts of conflict in organisations.
OUTLINE SYLLABUS	The need for and the evolution of employment regulation in the UK; current legal frameworks, civil law and key institutions in employment law; the sources of (and changes to) employment regulation; general employment issues and requirements (including: recruitment, contracts, hours and pay, dismissal and redundancy); protections (including: anti-discrimination law, bullying and harassment, disciplinary and grievance procedures, data protection and confidentiality, employee well-being, health and safety); employee status; alternative dispute resolution (ADR) and the importance of time limits and records.
ASSESSMENT TYPE	Individual Report 2,500 words 100%

Human Resource Strategy	
MODULE CODE	BMO0055
CREDIT RATING	15 credits / 7.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Seminar 24 hours Guided Independent study 121 hours
SYNOPSIS	The overall aim of the module is to examine and analyse human resource strategy from a number of perspectives; strategic management, employee commitment, quality, and flexibility. In particular the module examines two key themes: 1. The concept of HR and how it adds value 2. HR's role in strategic competitive advantage

	A further aim is to build up a more complete picture of HRM by examining how managers and employees are influenced by human resource strategies within a wide range of organisational settings including organizations operating in an international context.
OUTLINE SYLLABUS	<p>Human Resource Management: origins and philosophies, Models of HRM. Critiques of HRM Performance Management Strategic issues in selection, reward and HRD.</p> <p>Strategy: Strategic process in organisations. Interplay between strategy and HRM. Gaining competitive advantage through HRM. HRM and cultural differences.</p> <p>Employee Engagement: Gaining employee commitment through 'best fit' and 'best practice'. "Hard" vs "Soft" approaches. Employee participation and engagement.</p> <p>Talent Management: Investing in high quality employees and the selection, recruitment and retention issues, performance management models in high performance organizations.</p> <p>Changing nature of Work: Trends in structuring of organizations and leveraging advantage from innovative management of its human resources; down-sizing, de-layering.</p>
ASSESSMENT TYPE	Assessment will be by a written assignment (4000 words) with 100% weighting.

Organisational Behaviour	
MODULE CODE	BMO0067
CREDIT RATING	5 credits / 2.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Tutorials: 18 hours Guided Independent Study: 42 hours
SYNOPSIS	
OUTLINE SYLLABUS	<p>Organisations, management and organisational behaviour: the social sciences and organisational behaviour; managers and the management process; perspectives on organisations; the utility of organisational behaviour.</p> <p>Individuals and organisations: individual differences; perception and attitudes; content and process theories of motivation. Attitudes towards work and organisational commitment.</p>

	People in groups: formation and structure of groups; pressures to conformity; group effectiveness and teamwork. Leaders and leadership styles: approaches to leadership; leadership and management. Intergroup relations.
ASSESSMENT TYPE	The learning outcomes will be assessed by a case study based individual assignment (100%).

Managerial Analysis	
MODULE CODE	BMO0068
CREDIT RATING	5 credits / 2.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Lectures and Workshops: Student contact: 18 hours Guided Independent study: 42 hours
SYNOPSIS	
OUTLINE SYLLABUS	Information management, information systems and information technology. Identifying the information needs of organisations. Selecting and evaluating appropriate information systems. Information design/organisational design. Implementing information systems change. Information versus data and different data types and their uses. Sources of data and designing appropriate data collection methods. Presentation and interpretation of data using spreadsheets. Forecasting using quantitative data.
ASSESSMENT TYPE	One 3000 word individual assignment.

Managing Information for Decisions	
MODULE CODE	BMO0069
CREDIT RATING	
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Student contact: Workshops 32 hrs Guided independent study: 268 hrs
SYNOPSIS	
OUTLINE SYLLABUS	Business strategies, critical success factors and value chains in organisations. Information and competitive advantage. Aligning business and systems strategies. Business Process Redesign and IT. Information systems strategies and technology strategies. Strategic models for systems development. Providing and using strategic information.
ASSESSMENT TYPE	One 2 hour in class test (100%)

International Human Resource Management	
MODULE CODE	BMO0072
CREDIT RATING	15 credits / 7.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Practicals: 24 Hours Guided Independent Study: 126 Hours
SYNOPSIS	<p>The major aim of this module is to introduce students to the topic of human resource management with particular emphasis on international aspects. This will be considered within the context of differing national cultures and an increasingly globalised economy.</p> <p>Students will develop a critical appreciation of the strategic importance of the human resource to international organisations.</p>
OUTLINE SYLLABUS	<ul style="list-style-type: none"> • The globalisation/internationalisation of business: implications for HR strategy. Domestic HRM vs international HRM • Contextualising HRM. Universal application vs a contingency approach. Convergence vs divergence. • Cross cultural issues: attitudes to work and managerial styles/leadership; theories and research relating to cross cultural and comparative HRM. • HRM in MNCs • International employee resourcing: "think global act local": alternative approaches to recruitment, selection and deployment issues; providing support to employees working abroad; repatriation; legal aspects. • International employee development: government initiatives and trends; training the international employee; international assignments as part of management development. • International employee reward: strategies; pay and conditions; trends and sources of information. • International employee relations: variations in the structures of employee relations: unionisation; participation and involvement; consultation and communication. • Diversity management • HRM and ethics

ASSESSMENT TYPE	Assessment will consist of two components (100% coursework): Group presentation 50% (20 minutes) An unseen 2 hour exam based on a previously seen case study (50%) – Final piece of assessment
-----------------	---

Postgraduate Dissertation Proposal	
MODULE CODE	BM00084
CREDIT RATING	15 credits / 7.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Block and weekly Study: 36 Hours Self Directed Study: 114 Hours
SYNOPSIS	To provide a firm foundation for the dissertation and to explore issues of design, methodology and achievability in the context of the dissertation. Students will undertake a preliminary literature review to provide focus for the dissertation.
OUTLINE SYLLABUS	The Dissertation proposal is taught either as a block or seminars and with a one-day workshop event. This addresses the following issues: The nature of a masters dissertation and skills required for its completion. Research philosophy, strategy and methods used in business and management. Designing research to address organisational problems and questions. Preparing and using a proposal to support research for a dissertation.
ASSESSMENT TYPE	Assessment is by means of a 2000 word proposal weighted at 70%. (Final assessment) A research poster depicting and illustrating the proposal and methodology weighted at 30%. This is the final piece of assessment.

Research Methods	
MODULE CODE	BM00112
CREDIT RATING	15 credits / 7.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Lectures: 9 hours Workshops: 9 hours Support Sessions 2 hours Guided independent study: 130 hours Total hours: 150 hours
SYNOPSIS	This module will provide you with foundation concepts of research methods to prepare you to conduct your own research. It will introduce you to different types of research approaches available to researchers, how to formulate good

	research questions, how to review academic literature in the research process, how to select the appropriate data collection techniques, how to carry out the data analysis and write-up. The module should provide a solid basis for students to develop their skills further in their own research project.
OUTLINE SYLLABUS	<ol style="list-style-type: none"> 1. Key themes and decisions in research in the social sciences 2. The role of the literature review in the research process 3. Formulating research questions 4. Conceptual framework / hypotheses development 5. Research design: quantitative research part 1 6. Research design: quantitative research part 2 7. Research design: qualitative research part 1 8. Research design: qualitative research part 2 9. Research ethics
ASSESSMENT TYPE	Individual Research Proposal 2,500 words 100%

New Venture Creation											
MODULE CODE	BMO0113										
CREDIT RATING	15 credits / 7.5 ECTS										
LEVEL	Masters (FHEQ Level 7)										
LEARNING METHODS	<table style="width: 100%; border: none;"> <tr> <td style="width: 70%;">Lectures:</td> <td style="text-align: right;">9 hours</td> </tr> <tr> <td>Workshops</td> <td style="text-align: right;">9 hours</td> </tr> <tr> <td>Support Sessions</td> <td style="text-align: right;">2 hours</td> </tr> <tr> <td>Guided independent study:</td> <td style="text-align: right;">130 hours</td> </tr> <tr> <td>Total hours:</td> <td style="text-align: right;">150 hours</td> </tr> </table>	Lectures:	9 hours	Workshops	9 hours	Support Sessions	2 hours	Guided independent study:	130 hours	Total hours:	150 hours
Lectures:	9 hours										
Workshops	9 hours										
Support Sessions	2 hours										
Guided independent study:	130 hours										
Total hours:	150 hours										
SYNOPSIS	In this module, we will be focusing on developing a new venture and writing and presenting an 'elevator pitch' style presentation to a panel. The module will encourage you to develop your entrepreneurial mind-set, and help you understand the challenges and opportunities of starting and running a new venture. Your entrepreneurial skills and abilities will be guided through the application of different entrepreneurial tools and techniques – as well as practical exercises - that should enable you to assess your own entrepreneurial readiness, while preparing for the risky, uncertain and challenging environment of creating new ventures.										
OUTLINE SYLLABUS	<ol style="list-style-type: none"> 1. Key themes and debates in developing business models 2. Impact of innovation and new ventures on businesses and organisations 3. Impact of pursuing business start up on individuals and stakeholders (e.g. consumers / employees) 4. Mapping the entrepreneurial territory and developing an entrepreneurial mindset 										

	<p>5. Understanding the concepts of strategic entrepreneurship, opportunity recognition and new venture idea generation</p> <p>6. Understanding global entrepreneurship including transnational and cross cultural opportunities</p> <p>7. Preparing, writing and presenting a New Venture Appraisal (for appraisal and investment)</p>
ASSESSMENT TYPE	<p>Group Presentation (30%) 20 minutes</p> <p>Group New Venture Creation Proposal (70%) 3,000 words</p>

Individual Research Project	
MODULE CODE	BMO0114
CREDIT RATING	45 credits / 22.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	<p>Supervision: 9 hours</p> <p>Guided independent study: 441 hours</p> <p>Total hours: 450 hours</p>
SYNOPSIS	<p>The Individual Research Project is capstone to the academic study on the degree. It allows you to pursue your own interests and engage more deeply with your subject by completing an in-depth piece of research work using relevant research methods. Working autonomously, but under the guidance of an expert supervisor, you will make choices about the most appropriate methods and then conduct your own research project. Through the Individual Research Project, you will have the opportunity to greatly enhance your own knowledge and skills. The research will be presented in written format using academic conventions recognised in your field.</p>
OUTLINE SYLLABUS	<p>The Individual Research Project is an individual piece of work and so there is no fixed syllabus. The Project requires the conduct of a piece of research in a field relevant to your degree course. You are expected to conceptualise, design and conduct a piece of research using methods appropriate to your field of study. Under the guidance of a supervisor, and with explicit consideration of the resources, time and skill-set available to undertake the work, you are expected to adopt a methodological approach best suited to your research area. These may include, but is not limited to:</p> <ul style="list-style-type: none"> - Structured review of literature - Analysis of secondary data - Research designs based on primary data collection - Conceptual approaches <p>Examples of possible research designs/ approaches are: experimental, observational, causal, cross-sectional, case-</p>

	based, action research, cohort, longitudinal, descriptive, exploratory, historical, meta-analysis, mixed method, sequential and phenomenological.
ASSESSMENT TYPE	Individual Research Paper 8,000 words

Launch a Venture	
MODULE CODE	BM00115
CREDIT RATING	45 credits / 22.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Supervision/Action Learning Sets: 9 hours Guided independent study: 441 hours Total hours: 450 hours
SYNOPSIS	The module provides you with the opportunity to take the practical steps to initiate a new venture or facilitate growth and innovation in an existing venture. The focus is on developing an understanding of business practicalities through action, reflection and case study. The module encourages you to acquire the knowledge, skills and attitudes for practice, recognising that you may be at different stages and working on different issues at the same time. Supervision and action learning sets provide flexible support to enable self directed learning to facilitate start up and business development initiatives with existing businesses.
OUTLINE SYLLABUS	<p>Action learning sessions will be run to support venture creation and development. Certain students may be at different stages when joining the module, and will be mentored and taught according to their level of need and requirement. Participants are also required to attend Enterprise Team seminar series.</p> <ol style="list-style-type: none"> 1. Action Learning for new business development 2. Case writing and case learning 3. Reflecting from and for action, single and double loop learning, reflexivity 4. Business legislation (employment, status, shareholder, directors, trade etc.) 5. Business models, business planning and sustainability 6. Forming a venture 7. Business Finance and Capital (venture capitalists, Angel investors, crowd-funding) 8. Marketing the business (customer profiling, the journey, the value proposition) 9. Social media and communication techniques (web design, social tools) 10. Project management 11. Entrepreneurial learning

ASSESSMENT TYPE	Individual new venture proposal and action plan (70%) 5,500 words Individual presentation of business plan and reflections (30%) 15 minutes
-----------------	---

The Global Professional	
MODULE CODE	BM00116
CREDIT RATING	15 credits / 7.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Lectures: 10 hours Seminars: 10 hours Guided independent study: 130 hours Total hours: 150 hours
SYNOPSIS	In today's highly mobile and interconnected world of business, you will undoubtedly find yourself working with culturally diverse teams, partnerships and customer bases. It is therefore essential that you are able to offer future employers, colleagues and other stakeholders an adaptable intercultural aware and responsive approach. In the light of that, this module fosters transferable skills fundamental to global employability. Your professional and personal development will be guided through the application of the eight CIPD Behaviours, UoH's target Graduate Attributes, and key Intercultural Effectiveness skills and mindsets. As you develop professionally through your subject studies you will increase consciousness of your individual cultural make-up and the impact of this on behaviour, relationships and worldview in order to navigate beyond the borders of your own culture. You will develop a conscious approach to effective global practice, responding positively to difference, and constructing strategies to deal with intercultural workplace encounters.
OUTLINE SYLLABUS	<ol style="list-style-type: none"> 1. Key themes and models of intercultural effectiveness and CIPD attributes 2. Reflective practice for professional development 3. Professional contextualisation and implications for subject-based goals 4. Developing self-awareness as a professional and cultural individual 5. Identifying and adopting intercultural and professional mindsets, skills and responses 6. Working across your cultural borders in diverse teams and environments 7. Applying key frameworks with agility and flexibility 8. Exploring and managing assumptions, responses, obstacles and challenges

	9. Maintaining integrity in professional and intercultural interactions
ASSESSMENT TYPE	Individual Reflective/ Reflexive Assignment 2,500 word

Consultancy Skills	
MODULE CODE	BMO0117
CREDIT RATING	15 credits / 7.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Lectures: 9 hours Workshops: 9 hours Support Sessions: 2 hours Guided independent study: 130 hours Total hours: 150 hours
SYNOPSIS	This module prepares students for the Group Consultancy Project. It introduces students to the theory underpinning the process of consultancy in organisations. The module will analyse various models of consultancy and students will explore different stages in the consultancy cycle including: the purpose of consultancy in business context, project scoping and contracting, information gathering, analysis and report, action planning, implementation, review and exiting. Students will also critically examine their own consultancy skills.
OUTLINE SYLLABUS	1. The role of consultancy /consultancy process 2. The consultancy cycle 3. Client management
ASSESSMENT TYPE	Individual report 2,500 words

Group Consultancy Project	
MODULE CODE	BMO0118
CREDIT RATING	45 credits / 22.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Supervision: 9 hours Guided independent study: 441 hours Total hours: 450 hours
SYNOPSIS	The Group Consultancy Project provides you with the opportunity to engage in a 'real world' project, normally with a business sponsor and provide solutions to a commissioned business problem. You will work in small teams and will be expected to engage in the process of scoping the project with the business client, undertake the necessary information gathering, analysing the information and make recommendations to the client.

	As part of this module, you will also need to evaluate how principles of ethics, sustainability and responsibility influence your professional decision making.
OUTLINE SYLLABUS	This is an experiential module in which students are required to conduct a project in small teams, normally commissioned by a company or organisational sponsor. These projects can be small or a discrete part of a much larger project. The project will be an opportunity to provide a tangible impact (or outcome) to a real business, which could be either profitable business, part of governmental initiative or non-profit organisations (NPO). The project teams must engage in client relationship, scoping and research a project and the provision of recommended outcomes to a specific problem. You are required to evaluate principles of ethics, sustainability and responsibility in the context of your own work.
ASSESSMENT TYPE	Group report (20%) 4,000 words Group presentation (30%) 15 minutes Individual Coursework Essay (50%) 2,500 words

HR Dissertation	
MODULE CODE	BM00126
CREDIT RATING	45 credits / 22.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Workshops/ Seminars: 12 hours Guided Independent Study: 438 hours
SYNOPSIS	The module will facilitate application and synthesis of knowledge and empirical research, taught in Dissertation Planning, so that students can formulate research objectives and gather appropriate primary and secondary data to achieve research objectives and write a suitable report.
OUTLINE SYLLABUS	The module is completed towards the end of the course to enable students to integrate the academic knowledge and organisational understanding with practical research capability to produce an extended piece of work. During this module and the Dissertation Planning module students will review a wide range of methods, identifying those appropriate to their chosen philosophical and methodological stance. Students will be encouraged to read widely and critically evaluate other research as part of the learning process and will be expected to work with a tutor to complete research against agreed research objectives and write it up in an appropriate way. Details of the role of student and tutor are provided below, though not exclusive: Role of a Dissertation tutor:

	<ul style="list-style-type: none"> • To review the dissertation proposal • To provide support and direction to the student during the research process • To advise on literature search, methodology and data presentation and analysis • To review a draft of sections of the dissertation. • To mark the final dissertation submission and agree a mark with an independent tutor. <p>Student's role:</p> <ul style="list-style-type: none"> • To identify a research topic and produce a well-formed proposal • To make decisions about research process, methods of data gathering and analysis, with support for a tutor. • To produce section of the dissertation for review in a timely manner • To produce a dissertation for submission in an appropriate timescale • To keep their tutor informed about progress and any difficulties with submission.
ASSESSMENT TYPE	A dissertation of 15,000 to 20,000 words will be presented for assessment.

Postgraduate Dissertation (30 Credits)	
MODULE CODE	BMO0141
CREDIT RATING	30 credits / 15 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Meetings with Tutor: 30 hours Guided Independent Study: 270 hours
SYNOPSIS	<p>This module is a synthesis of knowledge and understanding through means of empirical work in the form of a dissertation.</p> <p>It aims to:</p> <ul style="list-style-type: none"> • Enable students to conduct a detailed study within the Management field. • Enable students to undertake a substantial self-directed learning experience. • Enable students to consolidate and synthesise a range of learning undertaken during their postgraduate study. • Enable students to develop and apply research skills.
OUTLINE SYLLABUS	The dissertation is scheduled towards the end of the programmes. Candidates will have the opportunity to integrate management related knowledge and research expertise within the dissertation study. The module is

	<p>designed to encourage the evaluation of taught theory through means of empirical work.</p> <p>Firstly, Research Methods will be taught in a Residential block or through seminars / workshops. Dissertation proposals will then be submitted to the Dissertations Tutor on completion of this taught element. The student will then be placed in a Learning Set (of no more than 6 candidates) in order to facilitate the development of their individual project. (Learning sets will be formed at the end of Term 2 for students on full-time courses, and Term 4 for students on part-time courses). Learning Sets will meet at least twice in the academic year when the proposals are received and at least once at the beginning of the next academic year.</p>
ASSESSMENT TYPE	A written dissertation 15,000 to 17,000 words covering all learning outcomes.

Global Leadership and Change	
MODULE CODE	BMO0189
CREDIT RATING	15 credits / 7.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	<p>Lectures/Guest Speakers: 18 Hours</p> <p>Learning Set Supervision: 18 Hours</p> <p>Guided Independent Study: 114 Hours</p>
SYNOPSIS	<p>Global Leadership and Change offers the notion of leadership as the potential source of influence for sustainable growth and change.</p> <p>Change is viewed across social structures and boundaries; from organisational (middle-to-senior management), both SME and corporate, voluntary and public sector, to industry/sector/global level networks. It also offers leadership as a social phenomenon where the creation of conditions for leadership action are considered.</p> <p>The module will introduce contemporary leadership debates encompassing differing contexts; including issues of gender, diversity, inclusion, race, community, culture (organisational, regional, national international), arts, ideology, industrial/post-industrial and other socio-economic 'seasons', globalisation, value systems, politics and power. These debates serve as a window for the student towards developing an understanding of leadership and change.</p> <p>This module aims to allow participants to integrate the theoretical and conceptual aspects of the programme with business practice. Also, alongside this, participants will develop their research, analytical and problem solving skills.</p>

	<p>This will be achieved by the use of a series of lectures and guest speakers who will introduce perspectives on the themes selected for the module. Participants will then reflect on their own experiences and research the themes to produce a group project. This will allow participants to extend their knowledge of the practices of business and management beyond the confines of their own experience and to reflect in a meaningful way about the relationships between theory and practice. Self reflection will also be used as a method for students to experience and practise appraisal and self appraisal.</p> <p>Leadership itself is considered as a changing, complex and multifaceted construct; one that defies ready description. It is also a contested notion where its potential is received as considerable but its empirical value is not determined.</p>
<p>OUTLINE SYLLABUS</p>	<p>Each time this module is offered, themes will be selected to reflect current contemporary developments in management and leadership and change theory and practice. Regular lectures will be used as grounding for the themes. Guest speakers will then be invited to reflect on their personal and organisation's perspective on the themes. Speakers will be selected on the basis of the range of views they can bring to the themes and so will include a mix of speakers from different sectors and sizes of organisation. The chosen themes will be communicated to students in advance.</p> <p>At the start of the module the participants will receive a briefing about the project, its operation, aims and objectives, analytical tools and procedures. This will be followed by a series of lectures then guest speakers who will be invited to make a presentation on the themes. The remaining sessions for the module will be taken up by self directed group work with the use of a designated tutor as facilitator.</p> <p>The selection of theme will reflect issues which are prominent in management and business thinking at the time. All themes will focus on evaluating and improving organisational performance.</p>
<p>ASSESSMENT TYPE</p>	<p>On completion of this module the student will be assessed through the submission of a group project of approximately 6,000 words plus an individual assignment of approximately 2,000 words per group member, weighted as below:</p> <p>Group Presentation: 50% Individual Assignment: (Final assessment) 50%</p>

Managing People in Organisations (F/T)	
MODULE CODE	BMO0195
CREDIT RATING	15 credits / 7.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Student Contact 36 hours Guided Independent study 114 hours
SYNOPSIS	<p>The overall aim of the module is to introduce, critically analyse and evaluate key elements of Human Resource Management and Organisational Behaviour to enable effective deployment of people within organisations. The sub-topics are critically analysed and relevance to the role of a manager is evaluated, to provide a strategic awareness of a range of appropriate methods, models and concepts. A strategic exploration of the global context within which people work and are managed is carried out through a range of organisational behaviour concepts and theories.</p> <p>This is viewed from the perspective of (and the relevance to) the practicing and developing manager, with consideration of the need for balance with other organisational aims and objectives. The significance of the customer (internal and external) within the process is analysed and critically evaluated within these ideas.</p>
OUTLINE SYLLABUS	<p>Strategic HRM, Planning and the Changing Role of HRM within organisations</p> <p>Customer's needs and how to meet them - internal and external</p> <p>Communication, politics and employee relations, unlocking discretionary effort</p> <p>Organisational Culture</p> <p>Learning Organisations and Change Management</p> <p>Performance Management and Managing Competence</p> <p>Recruitment & Selection for managers</p> <p>Managing and enhancing motivation</p> <p>Legislation, Managing Diversity & Equal Opportunities</p>
ASSESSMENT TYPE	The assessment for this module will be by a case study (weighted at 100%) of no more than 5,000 words.

Managing People in Organisations	
MODULE CODE	BMO0196
CREDIT RATING	15 credits / 7.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Student Contact: 20 hours Guided Independent Study: 130 hours

SYNOPSIS	The module will introduce and critically analyse key elements of People Management and Organisational Behaviour with a focus on the role of a manager. Concepts such as strategy, culture and change management will be considered to provide students with an overview of the macro factors affecting organisations. Micro factors are dealt with by considering talent management which explores how people are recruited into an organisation and then managed and developed throughout their career.
OUTLINE SYLLABUS	Organisational strategy Strategic HRM, and the Changing Role of HRM within organisations Organisational Culture Managing change Leadership and management Talent management Performance Management Workforce planning, Recruitment & Selection Learning and development Managing and enhancing motivation
ASSESSMENT TYPE	The assessment for this module will be a 3,500 word written report, which covers all learning outcomes. Weighting: 100% of marks. This is the final piece of assessment.

Human Resource Management in Context	
MODULE CODE	BMO0203
CREDIT RATING	15 credits / 7.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Student Contact 75 Guided Independent Study 75
SYNOPSIS	This module develops a range of People Management & Development personal, academic, and HR practitioner skills. During the course students are expected to develop a number of specified skills regarding the analysis of business situations and understanding how the HR contextual elements are applied. There is a range of underpinning knowledge that will have been learnt and provided in other modules that will be re-applied in this module.
OUTLINE SYLLABUS	Human Resource (HR) professionals and managers operate within increasingly complex and changing organisational and contextual circumstances, whether in the market, public or 'third' sectors and whatever the size of their organisations or the types of goods or services these enterprises produce for their customers or clients. This module provides learners with an understanding of the principal internal and external environmental contexts of contemporary organisations,

	including conditions of environmental turbulence, change and uncertainty. Third, the module indicates how leaders in organisations, and those in the HR function, need to recognise and acknowledge that corporate decisions and HR choices are not always shaped by managers alone. This module explores the implications for professional practice and provides opportunities for applied learning and continuous professional development.
ASSESSMENT TYPE	An assignment of 2,500-3,000 words (50%) An unseen 2 hour exam based on a previously seen case study (50%)

Leading, Managing and Developing People	
MODULE CODE	BMO0204
CREDIT RATING	15 credits / 7.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Student Contact 75 hours Guided Independent Study 75 hours
SYNOPSIS	<p>This module aims to provide learners with a rigorous framework of knowledge and understanding concerning people management and development that they will need whatever the degree of specialisation they follow within the HR profession.</p> <p>There are a number of distinct learning objectives, which are covered in the following Outline syllabus, the aim being to help become effective managers as well as effective HR specialists, managing others fairly and effectively and increasing levels of engagement, commitment and performance.</p>
OUTLINE SYLLABUS	<p>The module seeks to familiarise learners with major contemporary research evidence on employment and effective approaches to Human Resource (HR) and learning and development (L&D) practice. The focus will be on research on the links between people management practices and positive organisational outcomes, and research that highlights major contemporary changes and developments in practice.</p> <p>The module introduces learners to major debates about theory and practice in the specific fields of leadership flexibility and change management, the aim being to help become effective managers as well as effective HR specialists, managing others fairly and effectively and increasing levels of engagement, commitment and performance.</p>

	<p>The module also introduces the major aims of HR and L&D and explores how these are achieved in practice in different types of organisational scenario.</p> <p>The module requires learners to reflect critically on theory and practice from an ethical and professional standpoint and provides opportunities for applied learning and continuous professional development.</p> <p>The module syllabus will follow the seven areas identified in the learning outcomes.</p>
ASSESSMENT TYPE	<p>The assessment will comprise two tasks which will be weighted equally, and compositely will cover all of the learning outcomes:</p> <ul style="list-style-type: none"> • An unseen exam (2 hours) based on a previously seen case study (50%) • A 2,500 word essay (50%)

Developing Skills for Business Leadership	
MODULE CODE	BMO0205
CREDIT RATING	15 credits / 7.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Workshops, seminar and group activity: 75 hrs. Guided Independent Study: 75hrs.
SYNOPSIS	<p>This module develops range of personal, academic, HR and leadership skills. It runs throughout the course performing an integrating role for many different elements of the course by providing frameworks to encourage reflection on personal learning. During the course students are expected to develop a number of specified skills, some related to knowledge provided in other modules. The overarching framework presented supports processes of skills and personal development to encourage CPD and work-based learning.</p>
OUTLINE SYLLABUS	<p>The module begins at induction on the course with workshops designed to develop self-awareness and teamwork and academic skills and encourage peer learning and support. The module runs in blocks throughout the initial year of the course with each block focusing on different groups of skills. The main skills developed include:</p> <ul style="list-style-type: none"> • Communication – personal, organisational, networking and presentation • Searching, handling, using and analysing information, including statistical and financial • HR Skills linked with resourcing, learning and personal development are developed within the relevant modules but are reviewed and evaluated within the log.

	<ul style="list-style-type: none"> • Leadership and managing others; team working; coaching • Change and project management • Research and data analysis and decision making skills • Influencing others, negotiation and consultancy skills
ASSESSMENT TYPE	<p>A reflective log of achievement of outcomes and learning from different activities over the length of the module, which focus on:</p> <p>a. Personal, self-management and reflection skills b. Leadership, HR and people management skills c. Information management and decision making skills d. Post-graduate academic and IT skills (weighting 100%) (approximately 5000 words) (Final Piece of assessment)</p>

Investigating a Business Issue from a HR Perspective	
MODULE CODE	BM00206
CREDIT RATING	15 credits / 7.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Student contact: 35 hrs Guided independent study: 115 hrs
SYNOPSIS	The module requires the completion of research into a specific aspect of Human Resource Management or Human Resource Development in an organisational context. Students will be expected to identify a topic, define objectives and complete research to produce a report, making appropriate business-focused recommendations, supported by academic research.
OUTLINE SYLLABUS	The module begins by providing an understanding of research methods and processes and draws on students' knowledge of sampling and data presentation and analysis. A structured approach to research is provided to enable students to develop a proposal to guide the research. It is used to allocate a tutor who supports them throughout their project. Action learning groups are developed to support the completion of the project and meet regularly.
ASSESSMENT TYPE	<ul style="list-style-type: none"> • A research report of 7,000 to 10,000 words on topic relevant to either HRM or HRD depending on qualification, chosen by the student. (90%) • A personal reflection on learning from the project, of no more than 500 words (10%) Final piece of assessment

Resourcing and Talent Management	
MODULE CODE	BM00207
CREDIT RATING	15 credits / 7.5 ECTS
LEVEL	Masters (FHEQ Level 7)

LEARNING METHODS	Total 150 learning hours 35 hours contact time (workshops) 115 hours guided independent study
SYNOPSIS	This module focuses on topics of resourcing and talent management in an organisation within a changing global context. You'll learn about the knowledge and skills needed for resourcing (identifying, attracting and assessing to get the right people for an organisation) and talent management (maximising potential through talent identification, engagement and planning). You will involve in reviewing current and potential resourcing opportunities, evaluating their value and relevance in relation to long-term goals and overall business objectives, and developing talent management action plans as a response.
OUTLINE SYLLABUS	You'll explore labour market trends and changes, as well as how to develop resourcing and talent management strategy to enhance organisational performance and workforce sustainability. Examining the impact and implications of resource constraints, employer branding, and skills shortages on recruiting and retention, as well as formulating strategies to overcome them, are all part of this process. You'll find ways to reduce employee turnover through diversity and flexible working initiatives, as well as the relevance of ethical working practises for organisational commitment. Different approaches to organisational resourcing, talent and succession planning, and the use of new technologies to support this will be discussed in this module.
ASSESSMENT TYPE	1. Group presentation (30%) 10 minutes 2. Individual essay (70%) 1,500 words

Learning and Talent Development	
MODULE CODE	BMO0208
CREDIT RATING	15 credits / 7.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Student contact: 60 hrs Guided independent study: 90 hrs
SYNOPSIS	This module examines the ways in which learning and talent development contributes to the achievement of economic, social and cultural objectives for individuals, organisations and governments and enables students to develop a critical understanding of its potential and limitations. It requires learners to reflect critically on theory and practice from an ethical and professional standpoint and provides opportunities for applied learning and the development of continuous professional development. (CPD)
OUTLINE SYLLABUS	The effectiveness of learning and development strategies at individual, organisational and national level will be examined

	<p>and the context in which these occur will also be analysed particularly in relation to key employee groups such as managers, international managers, women, professionals, graduates etc. Particular importance will be placed on the ways in which learning and talent development can contribute to the achievement of the strategic objectives of organisations or governments and to personal and group objectives.</p> <p>This module examines the contextual factors influencing learning and talent development strategies such as the economic, social, and cultural factors and evaluates criteria relevant to choice of strategies to be selected. It examines a range of formal and informal learning and talent development interventions and methods and applies a range of learning theories and learning styles to the design of learning and talent development plans and programmes so they are cost effective and add value to the organisation. The importance of measurements of performance and the auditing of learning and talent development is emphasised.</p> <p>The role of those involved in learning and talent development is assessed from various perspectives as is the need to work collaboratively with various stakeholders and partners. The notion of power and of political systems as applied to the workplace is examined as is the development of strategies to increase influence on decision-makers and the decision-making process.</p> <p>Issues relating to ethics and professionalism and the differences between equality and diversity will be examined and individuals are also encouraged to reflect on their own learning and engage in continuous personal and professional development (CPD) as a part of this module.</p>
ASSESSMENT TYPE	<p>The assessment for this module will consist of two elements.</p> <ol style="list-style-type: none"> 1. A 3,500 word individual assignment. This will be weighted as 70% of the overall marks 2. The minor, and final, assessment component will be a group exercise involving the design, delivery and evaluation of a learning and development or talent development initiative. This will be weighted at 30% of the overall marks and approximately 1500 words. Final piece of assessment 3. Tutor re-assessment is available on this module 4. Anonymous marking is not possible on this module due to the nature of the assignments

Managing Employment Relations	
MODULE CODE	BMO0209
CREDIT RATING	15 credits / 7.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Student Contact 35 hrs Guided Independent Study 115 hrs
SYNOPSIS	This module will provide a comprehensive understanding of employment relations perspectives and debates, focusing not just on the theoretical, practical and legislative aspects of this constantly evolving subject area but also to manage employment relations strategies and their outcomes on organisational climate, employees and management. Through critical application of activities, knowledge and behavioural competencies learners are equipped to manage employment relations practices across broad organisational settings e.g. non-union and union environments, to enable the effective management of the employment relationship.
OUTLINE SYLLABUS	After initial consideration of the theories and perspectives on employment relations, the syllabus covers the impact of contextual changes on employment relations, roles of the various parties involved in the employment relationship followed by critical evaluation of organisational-level employment relations processes and policies that support organisational performance. The importance of procedures to mitigate organisational risk are covered and knowledge and ability developed in how employment relations processes impact on organisational outcomes such as performance and employee engagement.
ASSESSMENT TYPE	<ol style="list-style-type: none"> 1. An individual report to critically evaluate the multiple perspectives and range of policies, processes and activities within the employment relationship 3,500 words (70%) (final assessment) 2. A group presentation analysing and critically evaluating policy and process interventions to address employment relations problems at the organisational level (30%)

Reward Management	
MODULE CODE	BMO0210
CREDIT RATING	15 credits / 7.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Student Contact 35 hrs. Guided Independent Study 115 hrs.
SYNOPSIS	This module examines total rewards in an organisational and international context and provides learners with the knowledge and understanding of environments in which reward professionals plan, implement and evaluate employee

	<p>reward policies to support strategic organisational goals. Learners will acquire both theoretical and normative understanding of the diverse approaches to reward management and be able to critically reflect on the strengths and limitations of these approaches in promoting individual and organisational performance in a fair, reasonable and equitable way. The foundations for pay and benefits management in modern organisations in the private, public and voluntary sectors and how these traditions can be integrated into appropriate strategic designs that provide considerations of relative value and worth, individual and collective contribution and labour markets are examined. Learners will be able to comprehend the relationship between traditional, contingent and developmental choices of rewards, the use of diagnostic and evaluative skills in designing flexible approaches to reward and the challenges of international and executive pay arrangements. Critical reflection on theory and practice from an ethical and professional standpoint and for continuous professional development is required.</p>
<p>OUTLINE SYLLABUS</p>	<ol style="list-style-type: none"> 1 The module begins with an overview of the course then progresses to analyse reward management as an HR practice in a global context; wage flexibility; strategic perspectives on reward and the link to brand and organisational performance; government, employer, employee and institutional constraints on strategic choice of reward practice; influences and criticisms of reward management thinking: systems approach and total rewards; towards a total rewards approach. 2 The relevance of theory in reward management is explored ; economic theories of reward; labour market, human capital, efficiency wage, agency ,internal labour market, union mark-up, tournament; social psychological theories of reward: the psychological contract, expectancy and equity; institutional theories of reward: economic democracy and financial participation, collective bargaining and pay determination. 3 Wage and salary remuneration is considered in context; rewarding seniority, merit and performance in supporting competitive strategy; profit-sharing; gain – sharing, employee share schemes; contingent pay; reward and ownership; job evaluation; managing risk and promoting sustainability; knowledge ,competency and skill –based pay; pension schemes; non-financial rewards, employee recognition schemes, non-cash

	<p>incentives, flexible working and performance review; flexible benefits.</p> <p>4 Linkages are made between strategy and structure ; diagnosing the need for change in pay structures; design choices; implementing pay structures; evaluation of pay structures' contribution to organisational success; differentials and pay relativities.</p> <p>5 The complexity of international reward management is analysed; the role of corporate governance in public and private sectors; remuneration committees; executive status, reward, benefits and pension packages; short-term incentives; expatriate status, location and assignments; setting base pay and benefits for expatriates; compensation and incentives; repatriation and pay.</p> <p>6 The strategy of pay is reviewed; the influence of employee voice on pay determination; legal regulation and pay: pay review bodies and the minimum wage; local pay and national pay; rewarding the person or the job; gender, age and pay; labour market and equity: a possible contradiction; future directions of reward management.</p>
ASSESSMENT TYPE	<p>A 3,500 word individual assignment linked to knowledge and understanding outcomes – final assessment (70% weighting).</p> <p>A group presentation (30 minutes) supported by a group briefing paper. (30% weighting). (Approximately 1000 words). Final assessment</p>

Dissertation Planning	
MODULE CODE	BMO0234
CREDIT RATING	15 credits / 7.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	<p>Student Contact 24 hours</p> <p>Guided Independent Study 126 hours</p>
SYNOPSIS	<p>This module builds on academic skills and knowledge developed in previous modules on the Postgraduate Diploma in HR, in two main ways:</p> <ul style="list-style-type: none"> • Further enhancing knowledge of research philosophy, strategy and process • Reviewing argument and thinking in current HRM/D topics <p>Students will identify and evaluate HR's role in strategic competitive advantage and how it adds value in organisations, through case studies and review of literature</p>

	on HRM/D topics and relevant information sources. There will be examples of current research and opportunities to identify potential research questions and appropriate methodological approaches. Issues of data collection, analysis and presentation will be considered together with presentation of an academic research project.
OUTLINE SYLLABUS	An overview of research philosophy and related research strategies, including traditional and action oriented research. The development of research aims or questions and process; project planning and implementation through research. Evaluation of current HR topics, using a variety of literature resources on current HR topics to develop an in-depth understanding of their impact and utility in HR research and strategy to identify a potential research area and relevant sources available; preparation of a proposal for research dissertation.
ASSESSMENT TYPE	Prepare a written report outlining underpinning theoretical viewpoints and HR practice to identify a potential area of research for the dissertation. This should include a critical evaluation of literature; outline a potential research project and personal learning for application in their dissertation. (5,000 words - Final assessment).

Professional Competency for Human Resource Management	
MODULE CODE	BMO0241
CREDIT RATING	15 credits / 7.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Seminars: 24 hours Guided Independent Study: 126 hours
SYNOPSIS	This module will enable students to develop a range of Human Resource Management skills including aspects of recruitment and selection, performance appraisal and feedback skills, development of policy statements and implementation plans, and the delivery of training. Given the practical nature of the element, students will gain hands on experience and development of competencies required by the HR Professional.
OUTLINE SYLLABUS	Development of policies and procedures relating to human resource planning, the recruitment and selection of employees and the deployment and management of people. Selection interviewing skills, employee performance and appraisal; Design training and development materials and select appropriate delivery methods and media. Prepare a suitable

	<p>training and development programme for different groups of staff.</p> <p>Negotiation: the role, task and skill requirements of the individual negotiator and negotiating team. The process, phases and conventions of negotiation. Bargaining information sources, collection and analysis.</p>
ASSESSMENT TYPE	In keeping with the skills-based nature of this module, 100% of the assessment will relate to a portfolio of activities which will be built around performance in in-class exercises which will involve team work and self managed learning.

Human Resource Management in a Global Context	
MODULE CODE	BMO0248
CREDIT RATING	15 credits / 7.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Student Contact 75hours Guided Independent Study 75hours
SYNOPSIS	This module develops a range of People Management & Development personal, academic, and HR practitioner skills. During the course students are expected to develop a number of specified skills regarding the analysis of business situations and understanding how the HR contextual elements are applied. There is a range of underpinning knowledge that will have been learnt and provided in other modules that will be re-applied in this module.
OUTLINE SYLLABUS	Human Resource (HR) professionals and managers operate within increasingly complex and changing organisational and contextual circumstances, whether in the market, public or 'third' sectors and whatever the size of their organisations or the types of goods or services these enterprises produce for their customers or clients. This module provides learners with an understanding of the principal internal and external environmental contexts of contemporary organisations, including conditions of environmental turbulence, change and uncertainty. The relationship between ethics and Human Resource Management is explored as an area of increasing importance in organisations. Third, the module indicates how leaders in organisations, and those in the HR function, need to recognise and acknowledge that corporate decisions and HR choices are not always shaped by managers alone. This module explores the implications for professional practice and provides opportunities for applied learning and continuous professional development.

ASSESSMENT TYPE	A group presentation of 20 minutes (50%) An unseen 2 hour in-class test based on a previously seen case study (50%)
-----------------	--

Developing and Leading People	
MODULE CODE	BMO0249
CREDIT RATING	15 credits / 7.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Student Contact 75hours Guided Independent Study 75hours
SYNOPSIS	<p>This module aims to provide learners with a rigorous framework of knowledge and understanding concerning people management and development that they will need whatever the degree of specialisation they follow within the HR profession.</p> <p>There are a number of distinct learning objectives, which are covered in the following Outline syllabus, the aim being to help become effective managers as well as effective HR specialists, managing others fairly and effectively and increasing levels of engagement, commitment and performance.</p>
OUTLINE SYLLABUS	<p>The module seeks to familiarise learners with major contemporary research evidence on employment and effective approaches to Human Resource (HR) and learning and development (L&D) practice. The focus will be on research on the links between people management practices and positive organisational outcomes, and research that highlights major contemporary changes and developments in practice.</p> <p>The module introduces learners to major debates about theory and practice in the specific fields of leadership flexibility and change management, the aim being to help become effective managers as well as effective HR specialists, managing others fairly and effectively and increasing levels of engagement, commitment and performance.</p> <p>The module also introduces the major aims of HR and L&D and explores how these are achieved in practice in different types of organisational scenario.</p> <p>The module requires learners to reflect critically on theory and practice from an ethical and professional standpoint and provides opportunities for applied learning and continuous professional development.</p> <p>The module syllabus will follow the seven areas identified in the learning outcomes.</p>

ASSESSMENT TYPE	<p>The assessment will comprise two tasks, and compositely will cover all of the learning outcomes:</p> <ul style="list-style-type: none"> • An Individual presentation and briefing paper of 1000 words. (50%) • An unseen exam (2 hours) based on a previously seen case study (50%)
-----------------	--

Managing Diversity and Inclusion	
MODULE CODE	BM00256
CREDIT RATING	15 credits / 7.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	<p>Practical: 24 hours Study: 126 hours</p>
SYNOPSIS	<p>This module presents an overview of what workforce diversity is and its relevance and usefulness in improving our understanding and management of people at work. The demographics of the population and the workplace are changing drastically because of a number of factors, such as an increasing number of ethnic minorities and women in the workforce and in management. Accordingly, there is a need to critically understand and manage workforce diversity not only to increase organisational business outcomes but also to create an inclusive workplace in a socially responsible manner.</p> <p>The module will examine issues confronting managers of a diverse workforce. In particular, issues such as ethnicity, race, language, ageing, disability, gender, and intersectional identities will be discussed. Two key approaches to managing diversity will be explained, i.e. the social equity case of managing diversity, and the business benefits case of managing diversity. The module will explore a range of diversity related concepts and topics, such as social identity, stereotyping, discrimination, intergroup conflict, structural integration, and inclusion.</p>
OUTLINE SYLLABUS	<p>Main topics covered by this module will include:</p> <ol style="list-style-type: none"> 1. Sociological and psychological perspectives on diversity 2. Leadership and diversity management in a global context 3. Policy and practice of diversity management in the workplace 4. Gender equality in the workplace 5. Race and ethnicity at work 6. Age diversity in the workplace 7. Disabled persons in the workplace 8. Religious diversity in the workplace

	9. Sexual minorities in the workplace 10. Work-life balance 11. Intersectionality in the workplace 12. Future of diversity management
ASSESSMENT TYPE	Assessment will consist of two components (100% coursework). Group presentation 30% (30 minutes) Individual essay 70% (3000 words; individual assignment) – Final piece of assessment

Professional and Personal Excellence (PROPEL 1 - DEVELOPING SELF-AWARENESS)	
MODULE CODE	BMO0259
CREDIT RATING	15 credits / 7.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Workshops: 20 hours Guided independent study: 130 hours Total hours: 150 hours
SYNOPSIS	This module focuses on maximising professional and personal development in order to develop the skills necessary to support continuous professional development as responsible leaders. Knowledge and ability will be developed in the areas of learning preferences and use of personal strengths to maximise success. Students will critically reflect on professional development, past, present and future and critically evaluate work situations and organisational issues to identify individual personal development needs to build personal effectiveness.
OUTLINE SYLLABUS	1. Understanding oneself, developing self-awareness 2. Strengths-based personal development 3. Reflection and reflexive practice 4. Authenticity and authentic leadership 5. Goal setting and personal development planning 6. The emotionally intelligent leader 7. Learning strategies and continuous professional development 8. Neuroscience and the adult learner
ASSESSMENT TYPE	Individual coursework 2,500 words

Professional and Personal Excellence (PROPEL 2 - DEVELOPING RELATIONSHIPS)	
MODULE CODE	BMO0260
CREDIT RATING	15 credits / 7.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Workshops: 20 hours Guided independent study: 130 hours

	Total hours: 150 hours
SYNOPSIS	This module builds on learning from PROPEL 1, which focuses on maximising individual professional and personal development as responsible leaders, by developing a relational approach to self-development in order to enhance lifelong learning skills and personal development. Knowledge and ability will be gained in developing and maintaining collaborative workplace relationships from critical analysis of a range of theories and models of interpersonal relationships and their application to an organisational context. Personal development planning will be used to identify areas to build personal effectiveness in relation to others and critical reflections will examine the experience of carrying out various individualised learning activities in relation to a clear goal.
OUTLINE SYLLABUS	<ol style="list-style-type: none"> 1. Using strengths-based development with teams 2. Interpersonal communication skills; e.g. listening and coaching skills 3. Action learning interventions 4. Leading others through change, working with resistance 5. Handling difficult conversations and approaches to conflict 6. Relational leadership for morally responsive leaders 7. Workplace friendship 8. Social emotions at work 9. Sources of social power and influence
ASSESSMENT TYPE	Individual coursework 2,500 words

Leadership: Ethics and Power	
MODULE CODE	BM00261
CREDIT RATING	15 credits / 7.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Seminars: 20 hours Guided Independent Study: 130 hours
SYNOPSIS	The module talks about the critical leadership approach in organisations and strategic impact on the ethical competence of individual and groups. Ethics are systems of power and valuation rooted in culture, tradition, and institutionalisation. Leading businesses and organisations implies the imperative of socially responsible activity with improvement and sustainability rooted in ethical awareness and moral action. Students will explore theoretical foundations of leadership, ethics and power. Students will be encouraged to consider their own values and beliefs about what ethical leadership and responsible business mean.

OUTLINE SYLLABUS	<ul style="list-style-type: none"> • Theoretical Foundations of Leadership and Ethical Systems: Power, and Influence • The Leader and Ethics • Followers, Groups, Organisations and Ethics • The Ethical Context of Culture, Communication, and Society
ASSESSMENT TYPE	<p>Assessment will be: An individual written assignment of 3,500 words (maximum) ; 100%. The assignment will present a critically evaluative argumentation of a topic or case relevant to today's real world business context using ethical theories and concepts of ethical leadership.</p>

Innovation, Venture Creation and the Enterprising Mindset	
MODULE CODE	BMO0262
CREDIT RATING	15 credits / 7.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Seminars: 20 hours Guided Independent Study: 130 hours
SYNOPSIS	<p>The module will provide the student with skills, knowledge and attitudes necessary to create and develop opportunities for innovation and new venture creation and the development of an enterprising mindset (QAA, 2018). Entrepreneurship and intrapreneurship require a combination of curiosity, creativity and sound analytical judgement, and learning through action and reflection. This module will provide opportunities and scenarios for students to demonstrate how the skills developed in complementary modules can be integrated and realised to identify and pursue opportunities for innovation and venture creation.</p>
OUTLINE SYLLABUS	<p>Students will use experiential learning, action learning and effectuation in order to develop knowledge and abilities in relation to:</p> <ul style="list-style-type: none"> • Entrepreneurship, Intrapreneurship and the enterprising mindset. • Curiosity, creativity and opportunity spotting • Action learning and action research; problem definition, decision making, organising/planning and implementing plans; • Social capital, networking for new venture creation; crowd funding • Design thinking, problem solving and lean start up • Effectuation, causation and micro theory of entrepreneurship

ASSESSMENT TYPE	<ol style="list-style-type: none"> 1. Group Presentation of a new venture / business innovation in the form of a comprehensive business model, 30 minutes in length (60%) 2. Individual Plan for developing and implementing a new venture / business innovation, 2,000 words (40%)
-----------------	---

Ageing society											
MODULE CODE	BMO0263										
CREDIT RATING	15 credits / 7.5 ECTS										
LEVEL	Masters (FHEQ Level 7)										
LEARNING METHODS	<table style="width: 100%; border: none;"> <tr> <td style="width: 70%;">Lectures:</td> <td style="text-align: right;">9 hours</td> </tr> <tr> <td>Workshops:</td> <td style="text-align: right;">9 hours</td> </tr> <tr> <td>Support Sessions:</td> <td style="text-align: right;">2 hours</td> </tr> <tr> <td>Guided independent study:</td> <td style="text-align: right;">130 hours</td> </tr> <tr> <td>Total hours:</td> <td style="text-align: right;">150 hours</td> </tr> </table>	Lectures:	9 hours	Workshops:	9 hours	Support Sessions:	2 hours	Guided independent study:	130 hours	Total hours:	150 hours
Lectures:	9 hours										
Workshops:	9 hours										
Support Sessions:	2 hours										
Guided independent study:	130 hours										
Total hours:	150 hours										
SYNOPSIS	<p>Global demographics are continually changing and are now seeing an increasingly ageing population in many (but not all) countries. Put this together with changes to pension ages and age discrimination legislation and it means that in the future you will be working with many more older colleagues than has been the case to date. In this module, you will evaluate both the challenges and opportunities for business and management that come with increasingly ageing societies in the 21st Century. They will include ageing-related issues at the individual, organisational and societal levels, for example: creating novel and more flexible pension arrangements; innovative marketing to target older consumers; managing more flexible working patterns towards retirement; enabling more inclusive work environments by supporting workers with age-related health issues; and opportunities for career development in older life including starting a business. You will explore ways in which organisations and those working in them can adjust to changing needs in response to a shifting age demographic in the UK and elsewhere in the world.</p>										
OUTLINE SYLLABUS	<ol style="list-style-type: none"> 1. Ageing societies: challenges and opportunities 2. Key debates on the nature and organisation of work for ageing societies 3. Innovation for ageing societies 4. Marketing for ageing societies 5. Managing, and working with, older workers 6. Workplace health and wellbeing in ageing societies 7. Entrepreneurship in later life 										
ASSESSMENT TYPE	Individual essay 2,500 words										

Leading Managing and Developing People	
MODULE CODE	BMO0264
CREDIT RATING	15 credits / 7.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Lectures: 9 hours Workshops: 9 hours Support Sessions: 2 hours Guided independent study: 130 hours Total hours: 150 hours
SYNOPSIS	<p>The module explores the links between people management practices and positive organisational outcomes and how these are achieved in different types of organisational contexts. Focusing on leadership, flexibility and change management, the aim being to help students become effective strategic managers as well as effective HR specialists, managing others fairly and effectively and increasing levels of engagement, commitment and performance.</p> <p>Learners will reflect critically on theory and practice from an ethical and professional standpoint and develop skills in identifying when, and how, to use strategic interventions to improve and develop organisations.</p>
OUTLINE SYLLABUS	<p>The module seeks to familiarise learners with major contemporary research evidence on employment and effective approaches to Human Resource (HR) and learning and development (L&D) practice. The focus will be on research on the links between people management practices and positive organisational outcomes, and research that highlights major contemporary changes and developments in practice.</p> <p>The module introduces learners to major debates about theory and practice in the specific fields of leadership flexibility and change management, the aim being to help become effective managers as well as effective HR specialists, managing others fairly and effectively and increasing levels of engagement, commitment and performance.</p> <p>The module also introduces the major aims of HR and L&D and explores how these are achieved in practice in different types of organisational scenario. The module requires learners to reflect critically on theory and practice from an ethical and professional standpoint and provides opportunities for applied learning and continuous professional development.</p>
ASSESSMENT TYPE	Individual Coursework 2,500 words

Reward Management	
MODULE CODE	BMO0265
CREDIT RATING	15 credits / 7.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	<p>Lectures: 9 hours</p> <p>Workshops: 9 hours</p> <p>Support Sessions: 2 hours</p> <p>Guided independent study: 130 hours</p> <p>Total hours: 150 hours</p>
SYNOPSIS	<p>This module examines total rewards in an organisational and international context and provides learners with the knowledge and understanding of environments in which reward professionals plan, implement and evaluate employee reward policies to support strategic organisational goals. Learners will acquire both theoretical and normative understanding of the diverse approaches to reward management and be able to critically reflect on the strengths and limitations of these approaches in promoting individual and organisational performance in a fair, reasonable and equitable way. The foundations for pay and benefits management in modern organisations in the private, public and voluntary sectors and how these traditions can be integrated into appropriate strategic designs that provide considerations of relative value and worth, individual and collective contribution and labour markets are examined.</p>
OUTLINE SYLLABUS	<p>1 The module begins with an overview of the course then progresses to analyse reward management as an HR practice in a global context; wage flexibility; strategic perspectives on reward and the link to brand and organisational performance; government, employer, employee and institutional constraints on strategic choice of reward practice; influences and criticisms of reward management thinking: systems approach and total rewards; towards a total rewards approach.</p> <p>2 The relevance of theory in reward management is explored ; economic theories of reward; labour market, human capital, efficiency wage, agency ,internal labour market, union mark-up, tournament; social psychological theories of reward: the psychological contract, expectancy and equity; institutional theories of reward: economic democracy and financial participation, collective bargaining and pay determination.</p> <p>3 Wage and salary remuneration is considered in context; rewarding seniority, merit and performance in supporting competitive strategy; profit-sharing; gain –sharing, employee share schemes; contingent pay; reward and ownership; job evaluation; managing risk and promoting sustainability; knowledge ,competency and skill –based pay; pension schemes; non-financial rewards, employee recognition</p>

	<p>schemes, non-cash incentives, flexible working and performance review; flexible benefits.</p> <p>4 The strategy of pay is reviewed; the influence of employee voice on pay determination; legal regulation and pay: pay review bodies and the minimum wage; local pay and national pay; rewarding the person or the job; gender, age and pay; labour market and equity: a possible contradiction; future directions of reward management.</p>
ASSESSMENT TYPE	Individual Coursework 2,500 words

Leadership: Power & Ethics	
MODULE CODE	BMO0266
CREDIT RATING	30 credits / 15 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	<p>Lectures: 18 hours</p> <p>Workshops: 18 hours</p> <p>Support Sessions: 4 hours</p> <p>Guided independent study: 260 hours</p> <p>Total hours: 300 hours</p>
SYNOPSIS	<p>‘With great power comes great responsibility.’ It is therefore essential that in today’s ever-increasingly complex work environment, you have a strong foundation of ethical decision-making & communication and deep understanding of the power relationships involved in a complex society. In the real world you will find it challenging to determine right and wrong when it comes to doing business. In this module you will reflect on the roots of (un)ethical behaviour as you explore philosophical, psychological, professional, and intercultural frameworks of ethics related to leadership, followership, and citizenship. Your professional development will be supported by insight into emotional intelligence and the process of moral action as they relate to change, conflict, individual and organisational behaviour in a culturally diverse, global VUCA (volatile, uncertain, complex and ambiguous) context with a view to evaluate the role of moral capitalism and ‘work’ in facing humanitarian challenges.</p>
OUTLINE SYLLABUS	<ol style="list-style-type: none"> 1. Key themes and debates in power, decision-making, & responsibility on individual, group, organizational, societal and global levels in the workplace and in the face of humanitarian challenges 2. Impact of values, motivations, character, behaviour, and relational dynamics on individuals (e.g. consumers / employees), businesses and organisations 3. Impact of ethical philosophies, normative leadership theories, discoveries in moral psychology, political and professional ethical frameworks, as well as cultural

	worldviews on the decision-making processes and moral actions of individuals and organisations
ASSESSMENT TYPE	An individual exploratory analysis 4,000 words

Judgement and Decision Making	
MODULE CODE	BMO0267
CREDIT RATING	30 credits / 15 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Lectures: 18 hours Workshops: 18 hours Support Sessions: 4 hours Guided independent study: 260 hours Total hours: 300 hours
SYNOPSIS	In this module you will explore and critically examine theories of cognitive psychology and judgement and decision-making. You will learn about the role of perception, attention, learning and memory in categorisation, thinking, judgement and choice, as well as the quantitative models of these psychological processes. This module provides the opportunity for you to critically investigate recent developments in normative and descriptive theories of choice, as well as the impact of experience and expertise on categorisation and choice. The module will also help you to evaluate critically whether human thinking is rational, and the normative models with which that rationality is measured. Finally, the module will introduce you to applications of judgement and decision-making research in areas such as politics, sports, economics and health.
OUTLINE SYLLABUS	1. Cognition 2. Memory and context 3. Categorisation and identification of perceptual information 4. Utility and rationality 5. Normative and Descriptive theories of choice 6. Risk 7. Behavioural economics 8. Behavioural neuroscience 9. The role of experience, context and skills in JDM 10. Behavioural forecasting 11. Behavioural Game Theory 12. Social and moral dilemmas 13. Heuristics and biases 14. Creativity 15. Problem solving
ASSESSMENT TYPE	1. Individual Coursework (50%) 2,000 words 2. Individual Coursework (50%) 2,000 words

HRM in a Global Context	
MODULE CODE	BMO0268
CREDIT RATING	30 credits / 15 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Seminars: 40 hours Guided independent study: 260 hours Total hours: 300 hours
SYNOPSIS	This module develops specified skills in analysing business situations and applying strategic elements in HRM within a global context. It focuses on multiple perspectives: corporate strategy; how HRM adds value to gain competitive advantage; diverse and changing business models; disruptive innovation; relevance to industrial strategies and grand challenges. This module equips learners to develop a critical appreciation of the strategic importance of HRM for international and domestic organisations including emerging economies and SMEs.
OUTLINE SYLLABUS	<ol style="list-style-type: none"> 1. Overview: Contemporary context and global perspectives 2. External environmental factors impacting on organisations 3. Internal factors and the responses of CEOs and the HR function 4. Historical evolution of the contribution of HR to strategy 5. Linking corporate and HR strategy: origins and philosophies, models and critiques of HRM 6. Designing, implementing and evaluating HR strategy policies and practices, e.g. employee engagement, talent management, high performance organisations 7. Strategic processes, the interplay between strategy and HRM, gaining competitive advantage through HRM and cultural differences 8. Developments in International and Comparative HRM 9. The diversity and fit of HR policies and practices in different types of organisations. 10. The Future of HRM: the changing nature of work and organisations; HRM in emerging markets; AI and the digital economy; the changing nature of HRS; the profession for the future and innovations
ASSESSMENT TYPE	Group Presentation (50%) 20 minutes Exam (50%) 2 hours

Emotional Intelligence for the Effective Leader	
MODULE CODE	BMO0269
CREDIT RATING	15 credits / 7.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Lectures: 9 hours Workshops: 9 hours

	Support Sessions: 2 hours Guided independent study: 130 hours Total hours: 150 hours
SYNOPSIS	<p>EQ (emotional intelligence) is considered to be the 'soft' skill which the sharpest leaders use. This module encourages you to enhance your effectiveness in areas of EQ such as self-awareness, self management, mindset, integrity, maturity, empathy, inter- and intrapersonal intelligences, and physical context. All of this is contextualised within a framework for developing effective relationship management in team work and leadership. Your masters qualification demonstrates your intelligence (IQ) and subject knowledge which are, of course, essential for entry into the career of your choice. However, if you are to develop and rise in your career, it is widely understood that developing your EQ can equip you to meet the demands of career progression while making a positive impact on your colleagues and your business.</p>
OUTLINE SYLLABUS	<ol style="list-style-type: none"> 1. Key themes and debates in emotional intelligence and maturity 2. Impact of emotional intelligence and maturity on businesses and organisations 3. Impact of emotional intelligence and maturity on individuals (e.g. consumers / employees) and teams 4. Developing self-awareness; recognising and understanding your own emotions as the keystone of your emotional intelligence 5. Developing self-regulation as the skill of choosing how you think and react in any situation, the ability to manage impulsive behaviour and reflex emotions 6. Examining Empathy as a skill which allows you to understand others' perspectives in order to collaborate and lead more effectively 7. Understanding the growth mindset in recognition that intelligence and many human qualities are not fixed but can be developed to overcome challenges, build your emotional intelligence and encourage the same in your team 8. Exploring Multiple Intelligences with a specific focus on the impact of inter- and intrapersonal intelligences on both you and your team 9. Reading social context in order to understand how to employ your emotional intelligence 10. Sustaining your emotional integrity- having the courage to acknowledge and remain true to your feelings in spite of external influences
ASSESSMENT TYPE	Report 2,500 words

Managing Employee Relations	
MODULE CODE	BMO0270
CREDIT RATING	15 credits / 7.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Lectures: 9 hours Workshops: 9 hours Support Sessions: 2 hours Guided independent study: 130 hours Total hours: 150 hours
SYNOPSIS	This module will provide a comprehensive understanding of employment relations perspectives and debates, focusing not just on the theoretical, practical and legislative aspects of this constantly evolving subject area but also to manage employment relations strategies and their outcomes on organisational climate, employees and management. Through critical application of activities, knowledge and behavioural competencies learners are equipped to strategically manage employment relations practices across broad organisational settings e.g. non-union and union environments, to enable the effective management of the employment relationship.
OUTLINE SYLLABUS	After initial consideration of the theories and perspectives on employment relations, the syllabus covers the impact of contextual changes on employment relations, roles of the various parties involved in the employment relationship followed by critical evaluation of organisational-level employment relations processes and policies that support organisational performance. The importance of procedures to mitigate organisational risk are covered and knowledge and ability developed in how to strategically deploy employment relations processes impact on organisational outcomes such as performance and employee engagement.
ASSESSMENT TYPE	Individual Coursework 2,500 words

Resourcing and Talent Development	
MODULE CODE	BMO0271
CREDIT RATING	30 credits / 15 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Seminars: 40 hours Guided independent study: 260 hours Total hours: 300 hours
SYNOPSIS	This module focuses on organisational talent management practices from consideration of recruitment through to potential leavers. The module focuses on the strategic and practical aspects of recruitment, selection, learning and development, retention and dismissal of employees. It examines the ways in which resourcing and talent

	development can be used strategically to contribute to the achievement of economic, social and cultural objectives for individuals, organisations and governments. In so doing it equips learners with the knowledge and skills required for resourcing and talent development within a global context.
OUTLINE SYLLABUS	<ol style="list-style-type: none"> 1. National and international labour markets 2. Strategic recruitment and selection 3. Employer branding 4. Talent Management strategies: induction, succession planning, retention 5. Diversity management and flexible working 6. Retirement, redundancy and dismissal 7. Strategic learning and development 8. Managing skills shortages 9. Principles of instructional design 10. Ethics, professionalism and continuous personal development
ASSESSMENT TYPE	Individual Coursework (50%) 2,000 words Individual Coursework (50%) 2,000 words

Fundamentals of Management											
MODULE CODE	BMO0272										
CREDIT RATING	30 credits / 15 ECTS										
LEVEL	Masters (FHEQ Level 7)										
LEARNING METHODS	<table style="width: 100%; border: none;"> <tr> <td style="width: 70%;">Lectures:</td> <td style="text-align: right;">18 hours</td> </tr> <tr> <td>Workshops:</td> <td style="text-align: right;">18 hours</td> </tr> <tr> <td>Support Sessions:</td> <td style="text-align: right;">4 hours</td> </tr> <tr> <td>Guided independent study:</td> <td style="text-align: right;">260 hours</td> </tr> <tr> <td>Total hours:</td> <td style="text-align: right;">300 hours</td> </tr> </table>	Lectures:	18 hours	Workshops:	18 hours	Support Sessions:	4 hours	Guided independent study:	260 hours	Total hours:	300 hours
Lectures:	18 hours										
Workshops:	18 hours										
Support Sessions:	4 hours										
Guided independent study:	260 hours										
Total hours:	300 hours										
SYNOPSIS	The Fundamentals of Management module focuses on the fundamentals of why organisations exist and what organisations and managers 'do'. You will learn about core aspects of the management of a company such as strategic decision making, marketing, accounting and finance, and operations. You will develop a high-level overview of the landscape of organisations and learn about the skills required by managers in modern organisations.										
OUTLINE SYLLABUS	<ol style="list-style-type: none"> 1. The environment and economic function of the organisations 2. Strategic decision making 3. The marketing function 4. Understanding financial information 5. Using data to improve performance and decision making 6. Operations management and supply chains 7. What managers do: Project management 8. What managers do: Negotiation skills 9. What managers do: Communication and meetings 										

	10. Evaluating the holistic organisation
ASSESSMENT TYPE	Individual Coursework (70%) 2,500 words Group Presentation (30%) 20 minutes

Fundamentals of Leadership	
MODULE CODE	BMO0273
CREDIT RATING	30 credits / 15 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Lectures: 18 hours Workshops: 18 hours Support Sessions: 4 hours Guided independent study: 260 hours Total hours: 300 hours
SYNOPSIS	The Fundamentals of Leadership focuses on understanding leadership in organisations. You will develop an appreciation of what it takes to lead an organisation, such as people management, communication, leadership skills, diversity and performance management. We will encourage you to reflect on developing your own leadership skills and style and developing your own leadership solutions.
OUTLINE SYLLABUS	1. Leadership definitions and styles 2. Leadership contexts and skills 3. Communication and leadership 4. Resourcing people 5. Leading people 6. Leading innovation and change 7. Leading a diverse workforce 8. Leading for performance and performance management 9. Developing leadership skills in others
ASSESSMENT TYPE	Individual Coursework (70%) 2,500 words Group Presentation (30%) 20 minutes

Developing Your Professional Self	
MODULE CODE	BMO0274
CREDIT RATING	15 credits / 7.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Support Sessions: 10 hours Guided independent study: 140 hours Total hours: 150 hours
SYNOPSIS	The 15-credit level 7 (MSc) module 'Developing Your Professional Self' (DYPS) is designed to support your learning and reflection of professional knowledge, skills and behaviours for employability. The module also strengthens your development of Huddersfield Graduate Attributes.

	<p>DYPS is designed to support students who have graduated with a Bachelor degree award from the University of Huddersfield and are identified as not yet in graduate-level employment or further study 15 months after graduation. The module develops and encourages you in moving forward with your career ambitions and offers a pathway towards MSc study at Huddersfield Business School.</p>																																
<p>OUTLINE SYLLABUS</p>	<ol style="list-style-type: none"> 1. Developing self-awareness as a professional 2. Developing a professional network and marketing your employability effectively 3. Understanding diversity and developing intercultural effectiveness in the workplace <p>Indicative delivery schedule:</p> <table border="1" data-bbox="547 752 1385 2029"> <thead> <tr> <th data-bbox="547 752 715 790"></th> <th data-bbox="715 752 938 790">Topics</th> <th data-bbox="938 752 1150 790">Synchronous</th> <th data-bbox="1150 752 1385 790">Asynchronous</th> </tr> </thead> <tbody> <tr> <td data-bbox="547 790 715 860">Early September</td> <td colspan="3" data-bbox="715 790 1385 860">Induction</td> </tr> <tr> <td data-bbox="547 860 715 1032">Week 1</td> <td data-bbox="715 860 938 1547" rowspan="4">Developing self-awareness as a professional</td> <td data-bbox="938 860 1150 1032">Weekly support session (1hr TEAMS)</td> <td data-bbox="1150 860 1385 1032">Guided learning activities supported by University's VLE</td> </tr> <tr> <td data-bbox="547 1032 715 1205">Week 2</td> <td data-bbox="938 1032 1150 1205">Weekly support session (1hr TEAMS)</td> <td data-bbox="1150 1032 1385 1205">Guided learning activities supported by University's VLE</td> </tr> <tr> <td data-bbox="547 1205 715 1377">Week 3</td> <td data-bbox="938 1205 1150 1377">Weekly support session (1hr TEAMS)</td> <td data-bbox="1150 1205 1385 1377">Guided learning activities supported by University's VLE</td> </tr> <tr> <td data-bbox="547 1377 715 1547">Week 4</td> <td data-bbox="938 1377 1150 1547">Weekly support session (1hr TEAMS)</td> <td data-bbox="1150 1377 1385 1547">Guided learning activities supported by University's VLE</td> </tr> <tr> <td data-bbox="547 1547 715 1720">Week 5</td> <td data-bbox="715 1547 938 1895" rowspan="2">Developing a professional network and marketing your employability effectively</td> <td data-bbox="938 1547 1150 1720">Weekly support session (1hr TEAMS)</td> <td data-bbox="1150 1547 1385 1720">Guided learning activities supported by University's VLE</td> </tr> <tr> <td data-bbox="547 1720 715 1895">Week 6</td> <td data-bbox="938 1720 1150 1895">Weekly support session (1hr TEAMS)</td> <td data-bbox="1150 1720 1385 1895">Guided learning activities supported by University's VLE</td> </tr> <tr> <td data-bbox="547 1895 715 2029">Week 7</td> <td data-bbox="715 1895 938 2029">Understanding diversity and developing intercultural</td> <td data-bbox="938 1895 1150 2029">Weekly support session (1hr TEAMS)</td> <td data-bbox="1150 1895 1385 2029">Guided learning activities supported by</td> </tr> </tbody> </table>		Topics	Synchronous	Asynchronous	Early September	Induction			Week 1	Developing self-awareness as a professional	Weekly support session (1hr TEAMS)	Guided learning activities supported by University's VLE	Week 2	Weekly support session (1hr TEAMS)	Guided learning activities supported by University's VLE	Week 3	Weekly support session (1hr TEAMS)	Guided learning activities supported by University's VLE	Week 4	Weekly support session (1hr TEAMS)	Guided learning activities supported by University's VLE	Week 5	Developing a professional network and marketing your employability effectively	Weekly support session (1hr TEAMS)	Guided learning activities supported by University's VLE	Week 6	Weekly support session (1hr TEAMS)	Guided learning activities supported by University's VLE	Week 7	Understanding diversity and developing intercultural	Weekly support session (1hr TEAMS)	Guided learning activities supported by
	Topics	Synchronous	Asynchronous																														
Early September	Induction																																
Week 1	Developing self-awareness as a professional	Weekly support session (1hr TEAMS)	Guided learning activities supported by University's VLE																														
Week 2		Weekly support session (1hr TEAMS)	Guided learning activities supported by University's VLE																														
Week 3		Weekly support session (1hr TEAMS)	Guided learning activities supported by University's VLE																														
Week 4		Weekly support session (1hr TEAMS)	Guided learning activities supported by University's VLE																														
Week 5	Developing a professional network and marketing your employability effectively	Weekly support session (1hr TEAMS)	Guided learning activities supported by University's VLE																														
Week 6		Weekly support session (1hr TEAMS)	Guided learning activities supported by University's VLE																														
Week 7	Understanding diversity and developing intercultural	Weekly support session (1hr TEAMS)	Guided learning activities supported by																														

		effectiveness in the workplace		University's VLE
	Week 8		Weekly support session (1hr TEAMS)	Guided learning activities supported by University's VLE
	Week 9		Weekly support session (1hr TEAMS)	Guided learning activities supported by University's VLE
	Week 10		Weekly support session (1hr TEAMS)	Guided learning activities supported by University's VLE
ASSESSMENT TYPE		Portfolio 2,500 words		

People Matter	
MODULE CODE	BM00275
CREDIT RATING	15 credits / 7.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Workshops: 20 hours Guided independent study: 130 hours Total hours: 150 hours
SYNOPSIS	In contemporary workplaces and society at large, people matter. Organisations want to be successful in their chosen field and sector but today, more than ever emphasis is placed on how they gain this success. This module will therefore consider how sustainable success is delivered through strategic and responsible management of people. The module will explore a wide range of organisations and consider how responsible people practices encourage commitment and improve performance in the challenging environment which organisations exist.
OUTLINE SYLLABUS	The syllabus will be broken down into weekly class topics, but it is recognised there will be overlap in these as it is impossible to delineate people management into silos. As such the module will broadly cover the following: <ul style="list-style-type: none"> • The changing role of HR and the future of work • Strategic human resource management in context • Cross cultural people management • The role of HR in corporate social responsibility • Helping employees to navigate change • Strategic talent management to include recruiting, supporting and developing human capital

	<ul style="list-style-type: none"> Employee well-being and high-performance work practices
ASSESSMENT TYPE	Report 2,500 words

Responsible Leadership and Systemic Risk Management for Business	
MODULE CODE	BMO0276
CREDIT RATING	30 credits / 15 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Workshops: 40 hours Guided independent study: 260 hours Total hours: 300 hours
SYNOPSIS	<p>Good leadership is considered to be one of the most important factors for ensuring organisational effectiveness and efficiency. Leadership in the 21st century also requires a consideration of wider issues of sustainability and responsibility, particularly in the context of systemic risks. This module presents the opportunity to explore and understand theories of responsible leadership and systemic risks and to consider how they, as responsible business leaders, can manage or mitigate them. Systemic risks are a modern manifestation of the tragedy of the commons and derive from and involve shared resources that are subject to indirect causality (often with long timescales) and are normally beyond the immediate and direct control of individuals and organisations. They require widespread, often global solutions and require changes in stakeholder behaviour. In order to survive them all stakeholders (businesses, governments, international organizations and civil society) need to display greater responsibility and leadership. This module therefore explores how responsible leadership can avoid or mitigate a selection of systemic risks.</p>
OUTLINE SYLLABUS	<ul style="list-style-type: none"> Scenario planning Understanding systemic risks Risk management theories and practice Historical foundations of leadership studies Personality and leader style Transformational and authentic leadership Toxic and destructive leadership Creating sustainable leadership cultures Power and responsibility Followers and followership Gender and equality <p>Systemic Risk Investigations for responsible leaders in the following indicative areas:</p> <ul style="list-style-type: none"> Resource stewardship – (e.g. the circular economy) Responsible, sustainable and humanitarian supply chains

	<ul style="list-style-type: none"> • Responsible leadership in Financial Crises • Leading during health emergencies and pandemics • Vulnerability and leadership responses to technological failures and abuses (e.g. cyber-crime) • Leadership responsibilities during volatile political situations (elections, war)
ASSESSMENT TYPE	Group Presentation (20 minutes) 50% 20 minute presentation Individual Written Report (2000 words) 50% 2,000 words

Responsible Leadership and Systemic Risk Management in the Public Sector	
MODULE CODE	BMO0277
CREDIT RATING	30 credits / 15 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Workshops: 40 hours Guided independent study: 260 hours Total hours: 300 hours
SYNOPSIS	<p>Good leadership is one of the most important factors for ensuring organisational effectiveness and efficiency. In the public sector, there is heightened scrutiny on leadership, at both national and local level: with accountability, governance, value for money, and trust as key issues both within and external to the sector. Public sector leaders need to be sentient of current and emerging policy, political and financial management issues, within a wider landscape, valuing sustainability and responsibility. This melting pot means that public leadership decisions are complicated and require choices to be made that manage both the issue, the range of stakeholder requirements, and work towards principles of New Public Management / Leadership. In this module, learners explore four key themes: the governance challenge, financial awareness, responsible leadership and systemic risk investigation and management in order to understand how as public sector leaders, they can identify, manage or mitigate risks for their organisation and drive efficiency and effectiveness of resource utilization and policy implementation.</p>
OUTLINE SYLLABUS	<p>New Public Management and The Governance Challenge</p> <ul style="list-style-type: none"> • Service mindset, efficiency and performance in public sector • The governance, accountability and trust challenge in public administration • Volatility, uncertainty, complexity and ambiguity (VUCA) at every level in public leadership <p>Financial awareness for Responsible Leaders</p>

	<ul style="list-style-type: none"> • Financial awareness and management • Planning for, and managing, public finances to deliver value for money <p>Responsible Leadership</p> <ul style="list-style-type: none"> • Power and responsibility; personality and leader style; transformational and authentic leadership; followers and followership • Creating sustainable and responsible leadership cultures <p>Systemic Risk Investigations and Management for Responsible Leaders</p> <ul style="list-style-type: none"> • Risk management theories and practice • Understanding systemic risks • Scenario planning <p>Systemic Risk Investigations for responsible leaders in the following indicative areas:</p> <ul style="list-style-type: none"> • Resource stewardship – (e.g. the circular economy) • Responsible leadership in Financial Crises. • Responsible, sustainable and humanitarian supply chains • Leading during health emergencies and pandemics • Reputational risk management under challenging constraints • Vulnerability and leadership responses to technological failures and abuses (e.g. cyber-crime) • Leadership responsibilities during volatile political situations (elections, war)
ASSESSMENT TYPE	Individual written assignment 4,000 words

Strategic Communication	
MODULE CODE	BMO0278
CREDIT RATING	15 credits / 7.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Seminars: 20 hours Guided independent study: 130 hours Total hours: 150 hours
SYNOPSIS	Strategic communication has become a key variable in the successful implementation of public policies and also in the leadership of all kind of public sector organisations. The success of any public sector entity is often linked both to its communication capacity and to the strength of its policy base and management skills. Democracy is based on the premise of an informed public, so it could be possible to state that public

	administrators or administrations face a civic duty to provide reliable information to their public, i.e., citizens. Understanding strategic communication in this sector, its implications and limitations, has become an essential aspect of successful careers in public administration. In order to increase public support of new programmes or the usage of public services and products, and also in showing responsiveness to citizens and building trust around public policy decisions, the strategic importance of communication to contemporary public sector organisations is emphasized in this module.
OUTLINE SYLLABUS	<ol style="list-style-type: none"> 1. Communication. Nature and scope within organisations and society. 2. The strategic role of communication in the public sector. 3. Critical and functional perspectives on strategic communication. 4. Specialist areas in professional practice. 5. Stakeholder relations and citizen engagement. 6. Intangible assets. Reputation, trust, legitimacy and identity as key matters. 7. Around professionalism: responsibility, ethics, capabilities, measurement and evaluation. 8. Strategic communication in the public sector: grand challenges and wicked problems.
ASSESSMENT TYPE	Individual Coursework 2,500 words

Using People Analytics in Business Practice	
MODULE CODE	BMO2079
CREDIT RATING	15 credits / 7.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Total 150 learning hours 20 hours contact time (seminars/ action learning sets) 130 hours Guided independent Study
SYNOPSIS	This module encompasses two dynamic aspects of people management – the need to understand trends and challenges in business practice from a systematic perspective and the need to produce clear, evidence-based insights in order to inform organisational decision-making. You will learn to use reliable evidence to explore ‘real world’ issues, the kinds of problems and challenges you will face as a people manager. You will explore these issues from differing organisational contexts to reflect sectoral or industry-based differences as well as different professional (e.g. HRM/HRD) perspectives.
OUTLINE SYLLABUS	Nature, purpose and structure of business reports; fundamentals of research and data analysis; understanding trends in data; sourcing data / analytics and assessing validity / reliability; HR databases (e.g. Sage People, Qualtrics)

	Employee XM); analysing and presenting data to develop insights / predictions; data and evidence-driven decision-making.
ASSESSMENT TYPE	Research report 2,500 words

Working lives in context	
MODULE CODE	BM00280
CREDIT RATING	15 credits / 7.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Total 150 learning hours 20 hours contact time (seminars/ lectures) 130 hours Guided independent Study
SYNOPSIS	<p>The context of work can be as important as the content of work, whether that's at the global or local levels, in different work sectors and industries, or even simply in different sizes of organisations. Not only are these contexts inter-related, there is very little that is static about them, with upheavals in one part of the world impacting on work migration patterns in another; the tangled webs of supply chains that connect the global to the local and the world of work being constantly reframed through organisational change and mergers, social, political and environmental shifts, even pandemics. And in no two organisations are people management practices the same.</p> <p>These challenges encompass changes to the intrinsic nature of work, increased flexibilisation with demands for new skills, the expansion of non-standard work contracts, all raising a range of ethical and practical concerns. Despite these changes and challenges, we all remain driven to find meaning in work, even more than we seek reward or promotion (Grant, 2007). In this module you will explore these issues and understand the need for people managers to be aware of the dynamic contexts of work and change, the need to develop relevant skills of analysis and response that support good organisational outcomes, as well as the importance of fulfilling and purposeful work for individuals.</p>
OUTLINE SYLLABUS	The changing contexts of work and the ways that organisations, leaders and managers respond to it; wider socio-demographic trends and their impacts on different aspects of business; the growing importance of purpose and mission in working lives, e.g. as a source of meaning; the ways that technologies reshape the nature of work and how these inform people management and development strategies; approaches to change and its cultural implications; as well as the decision-challenges that these challenges and complexities often present.
ASSESSMENT TYPE	Online exam (75%) 1.5 hours

	Group presentation (25%) 10 minutes
--	-------------------------------------

Learning Design and Performance	
MODULE CODE	BM00281
CREDIT RATING	15 credits / 7.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Total 150 learning hours 20 hours contact time (seminars/ lectures) 130 hours Guided independent Study
SYNOPSIS	In this module you will focus on the role that learning design and delivery plays in supporting organisations to achieve their strategic goals. You will consider the organisational context and examine the external and internal influences which affect the strategic direction. Once you understand this macro environment you will then consider learning theories and models of instructional design used to develop the capabilities required to achieve the strategic goals. Delivering interventions is only part of capability building though and the real work starts post intervention. You will therefore consider the transfer of learning back to the job role and the importance of analysing data to improve organisational metrics but also to improve the design and delivery of future interventions.
OUTLINE SYLLABUS	You will critically analyse how organisational approaches to learning are impacted by different contexts and the external environment. You will discuss ways in which robust learning strategies and policies are developed and undertake critical analysis of organisational approaches to learning in external and internal contexts. You will evaluate methods through which learning data may be obtained and how it relates to learning needs. You will also critically discuss the differences between a learning gap and a development gap. The importance of design and delivery of learning and the requirements for differentiated approaches will be covered. Finally, you will review the role of impact measurement and how learning professionals develop awareness of impact cultures within organisations.
ASSESSMENT TYPE	Practical report 2,500 words

Strategic Employment Relations	
MODULE CODE	BM00282
CREDIT RATING	15 credits / 7.5 ECTS

LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Total 150 learning hours 20 hours contact time (seminars/ lectures) 130 hours Guided independent Study
SYNOPSIS	<p>The way we work is changing. Arguably, the nature and scope of the 'employment relationship' acts both as an indicator and also as a driver of these changes, reflecting the importance of the relationship between and among employees and managers to organisational performance and business success. In this module, you will learn about the 'strategic' importance of employment relations, in terms of the way it relates to issues of power and interests in organisations, as well as the ways in which other aspects of people management – e.g. reward, recruitment – all have critical implications for the employment relationship.</p> <p>The module thus provides a comprehensive understanding of employment relations perspectives and debates, focusing not just on the 'harder' theoretical, practical and legislative aspects of this constantly evolving subject area but also the 'soft' approach, emphasising the management of employment relations strategies and understanding their impact on organisational climate, employee well-being and trust. You will gain access both to knowledge about employment relations practices across broad organisational contexts and settings, including negotiation in union and non-union environments, conflict mediation and employee voice, and the importance of responsible people management.</p> <p>Critical analysis extends to exploration of the impact of wider changes on work quality and employment relations, the roles of the different parties involved in the employment relationship and evaluation of organisational-level employment relations processes and policies that support organisational performance. The importance of (e.g. grievance and disciplinary) procedures and using organisational data to explore and mitigate organisational risk are covered and students will explore how employment relations processes impact on organisational outcomes such as performance and employee engagement.</p>
OUTLINE SYLLABUS	Theories and perspectives on employment relations (ER); the changing nature of the employment contract and the emergence of non-standard work contracts; decent work and meaningful work; employee voice, indirect representation and workplace democracy; workplace values and trust; conflict and conflict resolution in workplaces, including social partnership models and negotiation skills; the regulatory framework governing the employment relationship; types of ER-related data; issues of consistency, transaction costs and the advantages of a value-based approach to HRM.
ASSESSMENT TYPE	Group presentation (25%) 10 minutes

	Essay (75%) 1,500 words
--	-------------------------

Leadership & Management Development in Context	
MODULE CODE	BM00283
CREDIT RATING	15 credits / 7.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Total 150 learning hours 20 hours contact time (seminars/ lectures) 130 hours Guided independent Study
SYNOPSIS	In this module you will focus on the distinction between leaders and managers and the context in which each applies. You will appraise the complexities of leadership and management development and consider the interventions that build capability which contributes to organisational success. You will focus on how leadership, flexibility, change management, fairness and equality can increase levels of engagement, performance and commitment. You will reflect critically on theory and practice from an ethical and professional standpoint and develop skills in identifying when, and how to use strategic interventions to improve and develop managers and leaders and the organisations they work in.
OUTLINE SYLLABUS	Students will cover the differences between leadership and management in different contexts, evaluating the roles of leaders and managers and their typical knowledge, skills and behaviours. The module introduces learners to debates about theory and practice in the fields of leadership, management, people management, flexibility and change management; the aim being to help become effective managers as well as effective HR specialists, managing others fairly and effectively and increasing levels of engagement, commitment and performance. Students will also critically discuss the merits of adopting strategic approaches to leadership and management development. Understanding how learning needs analysis, adopting new technologies, and learning interventions impacts programme design decisions as well as the importance of CPD for leaders and managers. Students will compare evaluation models and how they can be applied, including the role of data and learning analytics to link leadership outcomes.
ASSESSMENT TYPE	Individual essay 2,500 words

Managing People in an International Context	
MODULE CODE	BM00284
CREDIT RATING	15 credits / 7.5 ECTS
LEVEL	Masters (FHEQ Level 7)

LEARNING METHODS	Total 150 learning hours 20 hours contact time (seminars/ lectures) 130 hours Guided independent Study
SYNOPSIS	People management in the international context is about more than HRM in a subsidiary context. The nature and scope of international working through multinationalisation, labour mobility and the emergence of global nomads raises many issues about national, institutional and regulatory issues in relation to human resources, not just from the cultural perspective but comparatively and strategically. Processes of internationalisation require specific people strategies that raise questions about ethics and responsible management in the modern age as well as trends and demands for particular skills, such as Cultural Empathy (CQ). In this module you will examine the conceptual and practical issues in relation to international operations that impact on people management. You will also take a comparative approach to how organisations and people management operate in different cultures, countries and regions.
OUTLINE SYLLABUS	People management from cultural, comparative and global lenses, focusing on institutional contexts and cultural norms that shape organisational practice and trends in people management; contemporary issues and challenges in global management; different approaches to people management through cultural lens; international recruitment; issues of reward in host countries and repatriation; rise of the global nomad / global mobility; the transnational firm as a unique entity and competencies for global collaboration; international labour trends and data / evidence based decision-making (from differing cultural perspectives).
ASSESSMENT TYPE	Individual report 2,500 words

Organisational Design & Development	
MODULE CODE	BM00285
CREDIT RATING	15 credits / 7.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Total 150 learning hours 20 hours contact time (seminars/ lectures) 130 hours Guided independent Study
SYNOPSIS	This module looks at the theory, practice and implications of planned, systematic change and organisational design. You will consider the different and complex environments that organisations operate in and consider how they learn to value change in order to ensure long term success. Planned and sustained development is often brought about through the people within the organisation. You will therefore explore the ways in which the Human Resource profession has evolved

	from being operational and reactive to being proactive and strategic. You will examine what this means for the Human Resource professional in terms of being a change agent and what effect this has on the success of the organisation.
OUTLINE SYLLABUS	Students will explore the evolution of HRM / HRD with reference to relevant theory, models and evidence of OD, including systems approaches, learning cultures and the principles that underpin them. Students will examine different organisational forms, contexts and sectors, the notions of 'agility', 'resilience' and 'flexibility' as well as their implications for work processes, technologies and their impact on skills requirements. Students will gain insight into the strategic role of the people profession in driving change, aligning this strategic role with organisational goals, culture and ethical concerns, and develop critical awareness of the impacts of change on employee engagement and well-being, team working along with their own design and implementation skills in this area to pursue meaningful solutions.
ASSESSMENT TYPE	Summative assessment is in 2 parts: a formal, seminar-based group presentation of 10 minutes (25%) and an individual reflective report of 1,500 words (75%).

Managing and developing people	
MODULE CODE	BM00286
CREDIT RATING	15 credits / 7.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Total 150 learning hours 20 hours contact time (seminars/ lectures) 130 hours Guided independent Study
SYNOPSIS	People are the heart of every organisation; they are its greatest resource. Managing and developing people helps businesses and organisations of different kinds and sizes to meet their goals, to remain profitable, sustainable and reputable. However, the role of the HRM professional has evolved considerably in the past 25 years, reflecting changes to ways of working as well as wider socio-economic changes and the use of technologies in organisations. People management is no longer about 'hiring and firing; it is about how, in this changing world of work, organisations can get the best from people in a way that helps them to flourish and to be resilient. The way that people are managed and supported is directly linked to organisational culture, to organisational performance as well as to motivation, well-being and productivity. Managing and developing people thus takes time and skill.

	In this module you will be introduced to knowledge and understanding about the ways that HRM policies and practices can promote employee performance and commitment. You will also learn about the importance of the role of the people manager in articulating and facilitating organisational goals, customer needs as well as building relationships that span different professional boundaries.
OUTLINE SYLLABUS	Introduction to major debates, theory and practice in the fields of organisational mission and culture, brand, stakeholders and customers and change management; skills of effective people management; managing others fairly and effectively to improve performance; the aims and purpose of HRM / HRD and how these are achieved in practice in different types of organisational scenario.
ASSESSMENT TYPE	Two hours and 30 minutes in-class, open book exam written in the form of a briefing report, based on deep analysis of a known case study, requiring students to demonstrate knowledge and awareness of the role and different approaches of people professionals in supporting organisational and individual performance.

Developing skills for personal effectiveness, ethics and business acumen	
MODULE CODE	BMO0287
CREDIT RATING	15 credits / 7.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Total 150 learning hours 20 hours contact time (seminars/ lectures) 130 hours Guided independent Study
SYNOPSIS	<p>This engaging and interactive module is essential for a career in HRM/HRD and you will learn how people professionals support other workers, how they promote effective and ethical behaviours to champion quality of work and improved working lives and, develop good business sense. The concepts that underpin this module are essential for promoting inclusiveness and influencing others through fair and transparent behaviours. Through core skill sets such as perception, critical thinking, communication and teamwork, this unit will promote understanding of how actions and inclusive behaviour impact on ethics and the organisation.</p> <p>You will critically assess business issues and different ethical standpoints across people practices and the strategic importance of the HRM role to maintain high standards and secure good organisational outcomes. This module enables you to consolidate your learning from other modules in the course, gaining greater insight into your role in business improvement and improving to working lives. You will</p>

	<p>evaluate the promotion of well-being, fairness and the contribution of personal integrity within organisations across a range of people practices, by working collaboratively and reflectively across a variety of organisational sectors, contexts and boundaries. You will learn how to achieve and maintain challenging business outcomes through an understanding of business purpose and values, along with the self-awareness needed to support career progression. Additionally, you will justify the benefits of maintaining a passion for learning, evaluate the need for continuing professional development and the merits of evidence-based critical thinking. Finally, you will demonstrate behaviours associated with effective influencing and decision-making as well as assessing the benefits of networking.</p> <p>The module begins at the induction onto the course and involves a number of workshops delivered through the programme of study to integrate and consolidate learning, linking topics to professional standards using the CIPD profession map, providing active reflective space to support learning to cohere around CIPD standards, and connecting learning topics to other professional development opportunities within and beyond the University.</p>
OUTLINE SYLLABUS	Principles and values that promote inclusivity and high standards of ethical behaviour; self-awareness and continual professional development to support business acumen; personal and organisational vision, values, strategies and plans; critical thinking, evidence and other types of data to contribute to organisational performance, self-efficacy and change; networking and influencing skills in decision-making; showing courage and conviction which leads to organisational improvement; learning from own practice and growth mindset.
ASSESSMENT TYPE	A 2,500-word personal development and reflective portfolio which critically evaluates experience and development in the four key areas listed in the Outline Syllabus at point 20 and in line with CIPD standards. This assignment is worth 100% of the marks for this module and is the final piece of assessment.

Strategic Reward Management	
MODULE CODE	BM00288
CREDIT RATING	15 credits / 7.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Total 150 learning hours 20 hours contact time (seminars/ lectures) 130 hours Guided independent Study

SYNOPSIS	<p>Pay and other types of rewards (or ‘total rewards’) are crucial in attracting and retaining employees. This module examines total rewards in an organisational and international context and provides you with the knowledge and understanding of environments in which reward professionals plan, implement and evaluate employee reward policies to support strategic organisational goals. You will acquire both theoretical and normative understanding of the diverse approaches to reward management and be able to critically reflect on the strengths and limitations of these approaches in promoting individual and organisational performance in a fair, reasonable and equitable way. You will also examine the foundations for pay and benefits management in modern organisations across different (private, public and third) sectors and how these approaches can be integrated into appropriate strategic designs that provide considerations of relative value and worth, individual and collective contribution and labour markets.</p> <p>You will learn about the relationship between traditional, contingent and developmental choices of rewards, the use of diagnostic and evaluative skills in designing flexible approaches to reward and the challenges of international and executive pay arrangements. You are also expected to critically reflect on theory and practice from an ethical and professional standpoint as well as from a professional development perspective.</p>
OUTLINE SYLLABUS	<p>Reward management in global context; wage flexibility; strategic perspectives on reward and the link to brand and organisational performance; government, employer, employee and institutional constraints on strategic choice of reward practice; influences and criticisms of reward management thinking; systems approach and total rewards; theory in reward management; wage and salary remuneration; rewarding seniority, merit and performance in supporting competitive strategy; profit-sharing; gain – sharing, employee share schemes; contingent pay; reward and ownership; job evaluation; managing risk and promoting sustainability; knowledge ,competency and skill –based pay; pension schemes; non-financial rewards, employee recognition schemes, non-cash incentives, flexible working and performance review; flexible benefits; linkage between strategy, structure and performance; reward design choices; implementing pay structures; evaluation of pay structures’ contribution to organisational success; differentials and pay relativities; influence of employee voice on pay determination; legal regulation and pay: future directions of reward management; the use of analytics and technologies</p>

	(e.g. compensation management) to assess reward effectiveness, design measures and insights about the impact of work using traditional and other (e.g. opportunity costs) ways of assessing value.
ASSESSMENT TYPE	2,500 word essay

Humanitarian Challenges	
MODULE CODE	BMO0289
CREDIT RATING	15 credits / 7.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	<p>Lectures: 9 hours</p> <p>Workshops: 9 hours</p> <p>Support Sessions: 2 hours</p> <p>Guided independent study: 130 hours</p> <p>Total hours: 150 hours</p>
SYNOPSIS	Adopting a cross-disciplinary approach to pressing global challenges, the module will explore the humanitarian problems raised by challenges such as migration in the Mediterranean, the use of chemical weapons, desertification, global inequality, and issues around (de)development. By interrogating theoretical, practical, and legalistic responses to unfolding humanitarian challenges the module will draw on scholarship in disciplines including law, geography, and economics to provide a critical and engaging study of tested and innovative humanitarian strategies. You will consider and critique how problems of a transnational and global nature are being addressed by reference to a combination of technical, diplomatic, and legal initiatives.
OUTLINE SYLLABUS	<ol style="list-style-type: none"> 1. Introduction to Humanitarian Challenges 2. The significance, and challenges, of cross-disciplinary approach. 3. Concepts of Development 4. Climate Change 1 5. Climate Change 2 6. Migration 1 7. Migration 2 8. War and Armed Conflict 1 9. War and Armed Conflict 2 10. Prospects for Effectively Addressing Humanitarian Challenges
ASSESSMENT TYPE	Individual Essay 2,500 words

Global Business And Human Rights	
MODULE CODE	BMO0290
CREDIT RATING	15 credits / 7.5 ECTS
LEVEL	Masters (FHEQ Level 7)

LEARNING METHODS	Lectures: 9 hours Workshops: 9 hours Support Sessions: 2 hours Guided independent study: 130 hours Total hours: 150 hours
SYNOPSIS	As more and new corporate and trading actors emerge onto the global commercial scene, questions as to the relationship between business and human rights increasingly raise profound and intriguing problems of law and policy. This module, alert to historic developments, and drawing on principles of international law, investigates how national, regional and international initiatives to regulate the ever-changing dynamics of financial and cultural globalisation, are affecting respect for human rights in contemporary society. Your study will focus on some of the key dilemmas and opportunities arising from shifts in power dynamics towards non-state actors, enquiring as to how the UN's negotiation and legal frameworks are adapting for the purpose of protecting rights and ensuring the viability of trading networks in the 21st century.
OUTLINE SYLLABUS	<ol style="list-style-type: none"> 1. Background and introduction to the human rights policy framework 2. The United Nations Guiding Principles, Global Compact and International Bill of Human Rights 3. Nature of global business 4. State and corporate actors: responsibilities and accountabilities 5. Non-state actors and civil society 6. Key problems of territoriality, universalism, voluntarism and enforcement 7. Using case examples to explore business-related human rights violations 8. Global supply chains, due diligence and human rights 9. Migrant workers and other vulnerable groups 10. The informal economy
ASSESSMENT TYPE	Individual Essay 2,500 words

Employment Law	
MODULE CODE	BM00291
CREDIT RATING	15 credits / 7.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Total 150 learning hours 20 hours contact time (seminars/ lectures) 130 hours Guided independent Study
SYNOPSIS	Employment law spans a number of important topics that are crucial for successful people management and organisational performance. This module seeks to introduce you to specialist

	understanding of employment law underpinning topics covered in other modules. It covers the rights of workers, the employment relationship and wider workplace regulations, from leave and flexible working, to equalities, health and safety law and visa / settlement issues of workers following the UK's withdrawal from the EU in January 2020. In this module, you will approach understanding the law from a practical, people management perspective in a way that promotes good practice in organisations, supports employees and the negative impacts of conflict in organisations.
OUTLINE SYLLABUS	The need for and the evolution of employment regulation in the UK; current legal frameworks, civil law and key institutions in employment law; the sources of (and changes to) employment regulation; general employment issues and requirements (including: recruitment, contracts, hours and pay, dismissal and redundancy); protections (including: anti-discrimination law, bullying and harassment, disciplinary and grievance procedures, data protection and confidentiality, employee well-being, health and safety); employee status; alternative dispute resolution (ADR) and the importance of time limits and records.
ASSESSMENT TYPE	2,500-word Individual Report exploring the people management implications of recent / significant case law from HRM or L&D perspectives.

Research Methods and Techniques	
MODULE CODE	BMS0005
CREDIT RATING	15 credits / 7.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Seminars 24 hours Guided Independent Study 126 hours
SYNOPSIS	The aim of the module is to provide students with a foundation in research methods which can be used to design the Dissertation. The module will address the stages of the research process: question formulation, literature review, research design, selection of data collection techniques, analysis and write-up. Emphasis will be placed on the presentation of findings in an appropriate and professional manner.
OUTLINE SYLLABUS	<u>Research in the business context</u> Similarities and differences between pure and applied research. The research process. Formulation of the research problem and question. Philosophy of research. Factors affecting problem selection. Stages in research and their interdependencies. <u>Literature</u>

	<p>Purpose of reviewing research literature. Use of electronic sources to conduct a literature review. Write up of literature review.</p> <p><u>Research Design</u> Methodology versus method. Concepts and variables. Theory building and model building using literature search of prior relevant studies. Measurement: reliability and validity.</p> <p><u>Techniques</u> Relations of data collection and analysis techniques to the research question. Strengths and weaknesses of different methods of data collection. The principles of design of data collection instruments: questionnaires, interview schedules, observation schedules.</p> <p><u>Presentation</u> Structure and format of the Dissertation. Academic conventions for reporting research.</p>
ASSESSMENT TYPE	The module is assessed via the suitable completion of an individual poster assignment (maximum 1500 words).

Corporate Responsibility and Governance	
MODULE CODE	BMS0020
CREDIT RATING	15 credits / 7.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Seminars 24 hours Guided Independent Study 126 hours
SYNOPSIS	This module examines the theory and practice of governance and responsibilities of corporations. The efficacy of various governance systems will be assessed with regard to firms' responsibilities to key stakeholders such as investors, employees, consumers, government, and NGOs. Corporate governance and responsibility are fundamentally integral to the success of firms and this module will provide critical evaluation for their global importance. The module will use a number of case studies to illustrate key issues and many of these will exemplify the roles of corporate governance and responsibilities of multinational corporations.
OUTLINE SYLLABUS	<ol style="list-style-type: none"> 1. Introduction to Governance and Corporate Social Responsibility (CSR) 2. Defining Corporate Social Responsibility 3. Globalisation, CSR, and sustainability 4. Managing CSR: Stakeholder Perspectives 5. Social Reporting 6. Business, CSR and Governments

	<p>7. Developments of Corporate Governance</p> <p>8. Theories of Corporate Governance</p> <p>9. Codes of Corporate Governance</p> <p>10. Models of Corporate Governance</p> <p>11. Directors, Board and Remuneration</p>
ASSESSMENT TYPE	<p>Assessment Task 1: 15 minute group presentation. 30% of total mark.</p> <p>Assessment Task 2: A 3000 word case study report. 70% of total mark. Final piece of assessment.</p>

International Business Strategy	
MODULE CODE	BMS0021
CREDIT RATING	15 credits / 7.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	<p>Seminars 24 hours</p> <p>Guided Independent Study 126 hours</p>
SYNOPSIS	<p>The module focuses on the major strategic options available to Multinational Enterprises (MNEs), either firms operating across national boundaries. It explores the implications of strategic decisions for the structure of the organisation and for transfers of knowledge and control issues between the MNE's headquarters and its subsidiaries. The module also covers modes of entry into foreign markets.</p>
OUTLINE SYLLABUS	<ol style="list-style-type: none"> 1. Theoretical perspectives of the internationalisation of the firm 2. Strategies of MNEs 3. Structure and organisation of MNEs 4. Control (headquarter-subsidiary relations) 5. Knowledge transfer 6. Modes of entry 7. The global production network: international networks, offshoring and outsourcing 8. Operations in the MNE
ASSESSMENT TYPE	One 3,000 - word individual coursework (100%)

International Business Environment	
MODULE CODE	BMS0024
CREDIT RATING	15 credits / 7.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	<p>Student Contact: Lectures 12 hours</p> <p>Tutorial 12 hours</p> <p>Guided Independent Study 126 hours</p>
SYNOPSIS	<p>This course is designed to widen the student's study of doing business in a global business environment. The course will stress the changing international environment in which</p>

	<p>businesses have to operate and examine some of the corresponding key issues including “global shift”, institutional environment, and rise of emerging economies and emerging economy multinationals. It also stresses the need for improved intercultural communications and a flexible management style which values and encourages diversity as a way of handling complexity.</p> <p>The ultimate aim of the course is to give students a clear understanding of the international business environment in the context of the process of globalisation and to examine how the various ‘actors’ try to influence that environment.</p> <p>The course will focus on the following topics which are central to the wide ranging debates in the international business.</p>
OUTLINE SYLLABUS	<p>Globalisation International trade FDI and theories of MNEs Formal institutions Informal institutions Regionalisation Emerging markets Emerging market multinationals Impact of international business activities and MNEs</p>
ASSESSMENT TYPE	One 3,000 - word individual coursework (100%)

Strategic Management	
MODULE CODE	BMS0025
CREDIT RATING	15 credits / 7.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Student contact: Seminars: 24 hours Guided Independent study: 126 hours
SYNOPSIS	<p>To enable students:</p> <ol style="list-style-type: none"> a. to evaluate techniques for analysing organisations and their environments. b. to be able to identify and, where appropriate, formulate strategic choices in particular circumstances.
OUTLINE SYLLABUS	<p>An introduction to the strategic management process.</p> <p>Mission and goal formation; stakeholder theories; corporate governance; business ethics.</p> <p>External analysis: identification and understanding of the competitive environment; barriers to entry and exit; dominant firms; competition policies, regulation.</p>

	<p>Internal analysis: the assessment of corporate strengths and weaknesses by an evaluation of human, physical and financial resources; ratio analysis as an indicator of performance and strategic issues.</p> <p>Strategy identification and choice: portfolio balance; strategies for integration; diversification, acquisitions and mergers; international strategies; strategies for growing, stable and declining industries; business failure and turnaround strategies and divestment.</p> <p>Strategy implementation and evaluation: matching organisational structure with strategy; analysis of leadership and management and cultures, issues inherent in the implementation of functional policies; criteria for evaluation; measurement and feedback.</p>
ASSESSMENT TYPE	<p>Knowledge, understanding and ability outcomes (1 and 4) will all be assessed by means of a 4,000 words group assignment. This will constitute 50% of the total assessment package.</p> <p>Knowledge, Understanding and Ability Outcomes (2 and 3) will be assessed through a case study based 2,000 word individual assignment. This will constitute 50% of the total assessment package.</p>

Postgraduate Research Paper	
MODULE CODE	BHS0035
CREDIT RATING	60 credits / 30 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Student Contact: 20 hours Guided Independent Study: 580 hours
SYNOPSIS	<p>To enable students to carry out a piece of individual research in the field of the student's degree (as indicated in Section 4 above).</p> <p>To allow students to deepen their understanding of a particular subject area relevant to their degree.</p> <p>To allow students to present an account of their research to a high academic and professional standard, in a form appropriate to the intended audience.</p>
OUTLINE SYLLABUS	<p>The Postgraduate Research Paper will involve the conduct of a piece of research in a field relevant to a student's course. Students are expected to conceptualise, design and conduct a piece of research using methods appropriate to their field of study. This may include an empirical study in which a student undertakes primary data collection. Other forms of recognised research approaches work are permissible. It is</p>

	expected that the student will select a research topic which corresponds to his/her own particular interests and thus allows him/her to develop a more specialised knowledge and understanding of this area. The research will be written up in the form of a journal article.
ASSESSMENT TYPE	Assessment will be through a research paper, normally in the style of an academic journal article. Normative word limit: 6000-8000 words. This component accounts for 100% of the assessment for this module.

Cross Cultural Management	
MODULE CODE	BMS0056
CREDIT RATING	15 credits / 7.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Seminars: 24 hours Guided Independent Study: 126 hours
SYNOPSIS	Competence in interacting with people of different cultures is an essential element of international business. The purpose of this module is to develop students' personal and professional skills through enhancing their knowledge and understanding of culture and their developing their abilities to recognise how differences in cultural affect individual and business behaviours. The module will draw upon cross-cultural and social psychology theory to develop an understanding and practice of cross cultural competence. Students will then be encouraged to take advantage international dynamic of their Masters studies to develop an awareness of their own culture frameworks, consider their attitudes to cultural differences with others, develop a knowledge of different cultural practices and their knowledge of the process of acquiring cross cultural skills.
OUTLINE SYLLABUS	<ol style="list-style-type: none"> 1. Culture and its relevance to individuals and management 2. Theoretical frameworks of culture 3. Cultural difference and convergence at societal, group and individual psychological level 4. Developing cultural competencies 5. Methodological issues in investigating cross-cultural issues
ASSESSMENT TYPE	Assessment task 1: 3000 word group report. 50% of total mark. Assessment task 2: 2000 word maximum individual reflection. 50% of total mark. Final assessment.

The Strategic Leader	
MODULE CODE	BMS0057
CREDIT RATING	15 credits / 7.5 ECTS

LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Workshops: 14 Hours Guided Independent study: 136 Hours
SYNOPSIS	This module explores the strategic role of the communication leader in organisations and their critical role in maintaining organizational legitimacy and securing the intangible asset base. During the module, students will develop knowledge of theories and tools of communication and leadership, and will have the opportunity to scope and write a strategic communication plan.
OUTLINE SYLLABUS	<ol style="list-style-type: none"> 1. Definitions of leadership 2. The influence of context on leadership 3. The role and work of leaders 4. Leadership styles 5. The strategic mindset 6. Strategic planning 7. Communication leadership in context 8. Planning strategic communication
ASSESSMENT TYPE	Strategic communication plan (100%) 4,000 words

The Engaging Leader	
MODULE CODE	BMS0058
CREDIT RATING	15 credits / 7.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Workshops: 14 Hours Guided Independent study: 136 Hours
SYNOPSIS	The module focuses on the significance of engagement in communication leadership. The module uses the consultancy process framework to explore explores the concepts of 'trusted advisor', negotiation, networks and internal and external alliance building.
OUTLINE SYLLABUS	<ol style="list-style-type: none"> 1. The internal consultant role and models of consultancy 2. The Trusted Advisor 3. Influence, persuasion, dialogue and creating networks 4. Role sets and personal positioning 5. Building External Alliances 6. Principles of partnership and collaborative working 7. Undertaking consultancy work
ASSESSMENT TYPE	In-class observed exercise (100%) 2 hour exercise

The Leading Leader	
MODULE CODE	BMS0059
CREDIT RATING	15 credits / 7.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Workshops: 14 Hours

	Guided Independent Study: 136 Hours
SYNOPSIS	The module centres on the importance of the leader being self-aware, reflective and able to build their competency repertoire to function in different types of situations and at the senior level within organisations. It also focuses on the leaders' ability to build and develop competent, effective and efficient teams.
OUTLINE SYLLABUS	<ol style="list-style-type: none"> 1. The conditions for successful leadership 2. The competencies of leaders 3. Capability and capacity in teams 4. The structure and deployment of effective communication teams 5. Current developments in leadership theory and thinking (for example, the neuroscience of leadership)
ASSESSMENT TYPE	In-class exercise (100%) 1 hour exercise

Personal and Professional Career Development	
MODULE CODE	BMS0060
CREDIT RATING	15 credits / 7.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Student contact: Seminars 16 hrs Guided independent study: 134 hrs
SYNOPSIS	This module provides a framework through which students can develop their professional skills. It provides an opportunity to analyse critically the concept of personal, professional and career development, and to reflect professional development, past, present and future. This module focusses on encouraging participants to adopt new roles, modify existing work behaviour and acquire new skills.
OUTLINE SYLLABUS	<p>The module will introduce students to a professional development model and employability orientation.</p> <ul style="list-style-type: none"> • analysing past development; • planning through self-appraisal of professional development needs; • negotiating professional development targets and programmes of study; • demonstrating progress; • reflecting upon, and evaluating, effectiveness of the programme for personal and professional growth and in terms of institutional change. <p>The module aims to provide participants with a critical introduction to the principles and methods of professional development planning and to enable them to formulate a personal professional development plan. Participants will undertake a process of self-appraisal and target setting.</p>

ASSESSMENT TYPE	Reflection (100%) 5,000 words
-----------------	-------------------------------

Masterclasses in Strategic Communication Leadership	
MODULE CODE	BMS0061
CREDIT RATING	30 credits / 15 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Workshops: 22 Hours Guided Independent study: 278 Hours
SYNOPSIS	This module aims to investigate a range of topics pertinent to contemporary organisational communication and communication management through a series of student-led masterclasses. Each masterclass will cover theory and practice in the chosen area.
OUTLINE SYLLABUS	The specific content of each masterclass will be negotiated with the group, but indicative content may include: <ul style="list-style-type: none"> • stakeholder engagement in an age of social media • evaluation of organizational communication • the role of the Communication Director • branding in the public sector
ASSESSMENT TYPE	Group Presentation (50%) 2 hrs Group Handbook (50%) 5,000 words

Leading Strategic Communication	
MODULE CODE	BMS0062
CREDIT RATING	30 credits / 15 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Supervision: 6 hours Guided Independent study: 294 hours
SYNOPSIS	Leading strategic communication is work based project which requires students to extend (“stretch”) their domain of knowledge and practice through the design, implement and evaluate a strategic practically oriented project. The project focus will normally be negotiated with an organization. The module develops students’ knowledge through the application of theory and principles to a real-life practical project. There is also a substantial professional development strand through the module.
OUTLINE SYLLABUS	Given the individual nature of the project, it is not possible to provide a general syllabus. Students are expected to design, implement and evaluate a work-based project, approved by the module leader.
ASSESSMENT TYPE	Project report (80%) 4,000 words Performance evaluation (20%) 1,500 words

Applied Research Report	
MODULE CODE	BMS0063
CREDIT RATING	60 credits / 30 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Supervision: 30 hours Guided Independent study: 570 hours
SYNOPSIS	This module is the capstone project of the MSc Strategic Communication Leadership. Students select an individual topic for research (relevant to communication leadership), normally, but not necessarily, arising from their work context. Students design and implement a piece of research topic to generate new knowledge which can be applied in an organisational setting. As part of the module, students will develop their knowledge of relevant research methods to support the conduct of the research.
OUTLINE SYLLABUS	In the first part of the module, students will develop their knowledge of research methods to support the conduct of the research project. The syllabus includes the following key concepts: <ol style="list-style-type: none"> 1. The research process and generating knowledge 2. Research objectives 3. Literature and research 4. Research designs 5. Techniques of data analysis 6. Discussing research findings. <p>The second part of the module is the conduct of a research project. Given the individual nature of the Research Project, selected and conducted by the student, it is not possible to provide a generic syllabus. The Research Project involves the identification of a theoretical or work-related problem, review of the appropriate theory / literature, research design, appropriate data collection, analysis of data and discussion of findings.</p>
ASSESSMENT TYPE	Research Proposal (15%) 1,500 words Research Report (85%) 10,000 words

Professional Skills	
MODULE CODE	BMS0064
CREDIT RATING	15 credits / 7.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Seminars and Workshops: 12 hours Guided Independent study: 138 hours
SYNOPSIS	This module focuses on developing students' personal and professional skills in order enhance their employability. The module will provide students with theoretical frameworks for

	self-evaluation, structured opportunities to reflect on their own strengths and weaknesses, and models for personal development. The module also offers student the space to make sense of their professional development with the context of their academic studies. Students will also be encouraged to reflect on the development of their own professional identity including self-leadership, creativity, ethical responsibilities and lifelong learning. Furthermore, the module synthesizes fundamental knowledge from course content to support cohesiveness and sensemaking across modules.
OUTLINE SYLLABUS	<p>The module will introduce students to a professional development model and employability orientation.</p> <ul style="list-style-type: none"> • self-appraisal of academic and professional development needs; • goal setting in relation to academic, professional and employability needs • demonstrating progress; • reflecting upon, and evaluating, effectiveness of the programme for personal and professional growth. <p>The module aims to provide participants with a critical introduction to the principles and methods of professional development planning and to enable them to formulate a personal professional development plan. Participants will undertake a process of self-appraisal and target setting.</p>
ASSESSMENT TYPE	Reflection 3,000 words

New Venture Creation	
MODULE CODE	BMS0065
CREDIT RATING	15 credits / 7.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Student contact: Lectures and Seminars: 24 hours Guided Independent study: 126 hours
SYNOPSIS	The module will focus on the process of developing a new venture and writing and presenting an 'elevator pitch' to a team of potential investors. The module's aim is to develop students' entrepreneurial mind-set and familiarise them with the challenges and opportunities of starting and running a new venture. It enables them to assess their own entrepreneurial capabilities if they would like to prepare for the risky, uncertain and challenging environment of creating new ventures. The module will examine the New Venture Appraisal approach to potential investors.

OUTLINE SYLLABUS	<p>The module blends the academic and practical tools required to start and operate an entrepreneurial business. It provides sessions which including the following:</p> <ul style="list-style-type: none"> • Mapping the entrepreneurial territory and developing an entrepreneurial mindset; • Understanding the concepts of strategic entrepreneurship, opportunity recognition and new venture idea generation; • Corporate intrapreneurship; • Preparing, writing and presenting a New Venture Appraisal (to panel of potential investors).
ASSESSMENT TYPE	<ol style="list-style-type: none"> 1. 50% Group Presentation (20 min) of a Business Plan for a New Venture 2. 50% 5000 - 6000 word group New Venture Appraisal

Applied Consultancy Project													
MODULE CODE	BMS0067												
CREDIT RATING	60 credits / 30 ECTS												
LEVEL	Masters (FHEQ Level 7)												
LEARNING METHODS	<p>Student contact: 24 hours</p> <p>Guided Independent study: 576 hours</p>												
SYNOPSIS	<p>The consultancy project provides students with the opportunity to engage in a 'real world' applied consultancy project, normally with a business sponsor and provide solutions to a commissioned business problem. Students will work in small teams and will be expected to engage in the process of scoping the project with the business client, undertake the necessary information gathering, analysing the information and make recommendations to the client. The nature of the task will vary between according to the nature of the issue faced by the client and may be strategic or operational nature. In addition to providing a report and presentation to the client, students will also reflect on their skills development and consider the relationship between theory and practice.</p>												
OUTLINE SYLLABUS	<p>Students are required to conduct a project in small teams, normally commissioned by a company or organisational sponsor. The project teams must engage in client relationship, scoping and research a project and the provision of recommended outcomes to a specific business problem.</p>												
ASSESSMENT TYPE	<table> <tr> <td>1.</td> <td>Report (4000 words)</td> <td>20%</td> </tr> <tr> <td>2.</td> <td>Presentation (30 mins)</td> <td>20%</td> </tr> <tr> <td>3.</td> <td>Reflection (1500 words)</td> <td>30%</td> </tr> <tr> <td>4.</td> <td>Conceptual essay (1500 words)</td> <td>30%</td> </tr> </table>	1.	Report (4000 words)	20%	2.	Presentation (30 mins)	20%	3.	Reflection (1500 words)	30%	4.	Conceptual essay (1500 words)	30%
1.	Report (4000 words)	20%											
2.	Presentation (30 mins)	20%											
3.	Reflection (1500 words)	30%											
4.	Conceptual essay (1500 words)	30%											

Business Research Project	
MODULE CODE	BMS0069
CREDIT RATING	45 credits / 22.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Workshops: 20 hours Guided independent study: 430 hours Total hours: 450 hours
SYNOPSIS	<p>This module provides students with the opportunity to get involved in a project, that is normally within a business of their choice.</p> <p>It is intended to achieve business objectives and suggest new implementation systems based on client's requirements. Moreover, the Business-research project aims to provide solutions to a commissioned business problem. Students are expected to engage in the process of scoping the project, undertake the necessary information gathering, taking a responsible leadership in analysing the information and make recommendations on the basis of their findings. The nature of the task will vary according to the nature of the issue that is needed to be investigated; it may be strategic or operational. Students will get in-depth knowledge about research methods that are required to fulfil clients' requirements.</p>
OUTLINE SYLLABUS	Students will engage in real projects that provide an opportunity to engage in the scoping and research a project and the provision of recommended outcomes to a specific business problem. Seminars are designed to provide students with information of the project requirements, research methods and techniques. A supervisor will be allocated to you in order to in order to provide guidance and support.
ASSESSMENT TYPE	<ol style="list-style-type: none"> 1. Individual Project Report (20%) 2,500 words 2. Individual Project Presentation (30%) 15 minutes 3. Individual Reflective Report (50%) 1,500 words

Contemporary Strategic Thinking	
MODULE CODE	BMS0070
CREDIT RATING	15 credits / 7.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Student contact 20 hours Guided Independent Study 130 hours
SYNOPSIS	This module aims to explore the nature of strategic thinking and strategic management within a range of organisations and across business networks. Whilst considering the importance of well-established strategic planning concepts in the so called linear-rational process model, the module will also focus on contemporary concepts such as digitization,

	<p>servitization, digital ecosystems, platforms, business model innovation and disruption - synonymous with more fast moving and complex environments. Hence, the module involves developing a critical understanding of core models of strategy. The learning programme will deploy a range of cases, simulations and thinking tasks to explore strategic decision making in contemporary organizational concepts.</p> <p>Case studies are used to explore the relationship between theory and practice. The intent is to develop students' abilities to think strategically and increase awareness of their roles in, and their relationship to, strategy. Attention is given to the public sector, SMEs, virtual firms and organisations operating in an international rather than just a domestic context.</p>
OUTLINE SYLLABUS	<p>Defining Strategy – Strategic Issues; Strategic Alternatives; Strategic Choice. Blue ocean versus red ocean strategy</p> <p>Strategic Thinking – Strategic Decision Making; Judgement; Strategic Leadership, Culture, Values and Management Style. Goal Setting, Stakeholder Involvement and Managing Expectations; Conceptualizing Synergy.</p> <p>Resource Based View – Competence and Capability Analysis; Dynamic capability, Resource Optimization and Co-ordination; Value Chains.</p> <p>Market Based View – Key Success Factors; Competitor Analysis. Strategic Positions; Key Performance Indicators.</p> <p>Strategy Implementation – Corporate Style; Managing Strategic Change; Strategy evaluation; The Learning Organisation; strategy as practice: scenario planning.</p> <p>Innovation, digitization and disruption – business model innovation; disruptive innovation; value innovation; exploitative/exploratory; ambidexterity; innovative ecosystems; clusters.</p>
ASSESSMENT TYPE	The assessment for this module will be a 3,500 word 'essay' assignment.

Work Based Project (WBP)	
MODULE CODE	BMS0071
CREDIT RATING	45 credits / 22.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	<p>Seminars: 13 hours</p> <p>Guided independent study: 437 hours</p> <p>Total hours: 450 hours</p>

SYNOPSIS	The Work Based Project provides an opportunity to students to be supervised by an academic mentor while focusing on an area of their current work that they want to do differently. The WBP will help students to understand how to reflect on their work, taking a responsible leadership role and develop new skills and knowledge to reach an effective and positive change. The nature of the task will vary between according to the nature of the issue that is needed to be investigated; it may be strategic or operational nature. The students will have the chance to present the work and write a report at the end.
OUTLINE SYLLABUS	MBA (SLDA) students are required define the project at the start of their second year. All students must engage in the scoping and research a project and the provision of recommended outcomes to a specific business problem. The WBP could be a small project or a discrete part of a much larger project being undertaken by the sponsor.
ASSESSMENT TYPE	Presentation (30%) 15 minutes Individual report (70%) 4,000 words

Strategic Management	
MODULE CODE	BMS0072
CREDIT RATING	15 credits / 7.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Lectures: 9 hours Workshops: 9 hours Support Sessions: 2 hours Guided independent study: 130 hours Total hours: 150 hours
SYNOPSIS	This module provides an introduction into the strategic management theories and its practical application. It will cover: mission and goal formation, stakeholder theories, corporate governance, and business ethics, in addition to these topics, this module will equip you with the strategy toolbox that includes: external and internal analysis, corporate level strategies and business level strategies, strategic decision making and at the end overall evaluation of strategy implementation and evaluation.
OUTLINE SYLLABUS	<ol style="list-style-type: none"> 1. Introduction into strategic management and strategic purposes – Mission and vision 2. Strategic management in theory and practice 3. Environment analysis 4. Industry level analysis 5. Resources and Strategic Capability 6. Business Strategy / Generic Competitive Strategies 7. Corporate strategy: diversification and portfolio analysis 8. Internationalisation

	9. Merger and acquisition 10. Strategic alliances
ASSESSMENT TYPE	Individual Coursework 2,500 words

The Circular Economy and Responsible Resource Management	
MODULE CODE	BMS0073
CREDIT RATING	15 credits / 7.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Lectures: 9 hours Workshops: 9 hours Support Sessions: 2 hours Guided independent study: 130 hours Total hours: 150 hours
SYNOPSIS	In professional life you will be confronted with debates about sustainability and managing scarce resources more effectively. It is essential that you are able to engage in these debates with future employers, colleagues and other stakeholders. This module will enable you to explore the challenges of responsible resource management through circular economic thinking and solutions that enable business and society to go beyond a traditional model of linear production and consumption. You will consider and become familiar with debates about how far the adoption of circular economic principles takes us in this direction.
OUTLINE SYLLABUS	<ol style="list-style-type: none"> 1. The key themes and debates in sustainability/environmental policy and practice 2. The problem of waste in a resource constrained world (across different sectors) 3. The movement from surplus to zero waste 4. The linear economy and circular thinking (different schools of thought) 5. The responsible management of resources (across different sectors) 6. The possibility of clean growth 7. The need for systems theory to understand circular thinking and innovation 8. The link between theory and practice in innovation for circular thinking 9. The generation of links between new business/ economic/ social/ environmental knowledge/ value 10. The move towards circularity; beyond linear thinking and sustainability
ASSESSMENT TYPE	Individual Coursework 2,500 words

The Curious Mindset	
MODULE CODE	BMS0074

CREDIT RATING	15 credits / 7.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Lectures: 9 hours Workshops: 9 hours Support Sessions: 2 hours Guided independent study: 130 hours Total hours: 150 hours
SYNOPSIS	<p>This module is designed to help you develop a curious and enterprising mindset. It gives emphasis to curiosity, creative thinking, future thinking, vision and imagination – the precursors to identifying and developing opportunities for professional development, innovation and new venture creation. These skills and mindsets are relevant to business set up as well as freelance careers and employability. You will gain knowledge and develop behaviours and attitudes to help you interpret a range of problem situations and opportunities, leading to creative and innovative responses in the form of doing things differently and/or doing something new.</p>
OUTLINE SYLLABUS	<ol style="list-style-type: none"> 1. Key themes and debates around the curious and entrepreneurial mind-set 2. Impact of creativity and imagination on businesses and organisations 3. Impact of curiosity and creativity on individuals and stakeholders (e.g. consumers / employees) 4. Learning to learn: questioning, experiential learning and action learning 5. The art of reflection and the emergence of reflexive capabilities 6. Engagement of the senses, a multi-sensory approach to sensemaking 7. Personal attributes, skills, capabilities and motives; managing oneself 8. Assumption surfacing and testing, critical incidents and time for sensemaking; problems versus puzzles 9. Problem definition and working with problems as opportunities 10. Creativity and imagination, visionary thinking and reframing 11. Primary research for creativity and problem scoping 12. Sharing the spark, communicating the vision, introduction to pitching 13. Portfolios for development 14. Decision making, risk, luck and the role of serendipity 15. Social capital and networks 16. Effectuation and Entrepreneurial intent
ASSESSMENT TYPE	Individual Portfolio 2,500 words

The Context of International Business	
MODULE CODE	BMS0076
CREDIT RATING	30 credits / 15 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Lectures: 12 hours Workshops: 12 hours Support Sessions: 4 hours Guided independent study: 260 hours Total hours: 300 hours
SYNOPSIS	This module is designed to develop knowledge and understanding of the major issues that businesses are confronted with when operating in international markets. Given the complex and inter-related nature of the international business environment, it is important for you to understand, for example, how the social, economic, political, legal and financial factors have influenced, and continue to influence international business. You can also develop your intellectual capacities by applying the international business theory and techniques to complex business scenarios. In addition, you will have the opportunity to explore the ethical issues in international business.
OUTLINE SYLLABUS	<ol style="list-style-type: none"> 1. Globalisation 2. The Political, Economic and Legal Environments 3. The Culture Environment of International Business 4. The Global Monetary Environment 5. Ethics, Corporate Social Responsibility and Sustainability in International Business 6. International Trade 7. Foreign Direct Investment (FDI) 8. The Impact of International Business Activities on the Host and Home Countries 9. Economic Integration and Cooperation 10. Emerging Markets and the Rise of Emerging-Market MNCs
ASSESSMENT TYPE	Individual Essay 4,000 words

Managing Sustainable Challenges	
MODULE CODE	BMS0077
CREDIT RATING	15 credits / 7.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Lectures: 9 hours Workshops: 9 hours Support Sessions: 2 hours Guided independent study: 130 hours Total hours: 150 hours

SYNOPSIS	Businesses around the globe are becoming more aware of their role in helping to build a more sustainable future. Consequently, this module will provide you with an integrative understanding of the role of business in overcoming the challenges of sustainability. Utilising both theory and practice-based frameworks related to business responsibility, corporate sustainability and sustainable development, you will be able to identify, and assess the challenges associated with the responsibilities of business. You will also be introduced to the United Nations Sustainable Development Goals (SDGs), with a view towards examining how businesses could collaborate to achieve these.
OUTLINE SYLLABUS	<ol style="list-style-type: none"> 1. Key themes and debates in sustainability 2. Impact of sustainability on businesses and organisations 3. Impact of sustainability on individuals (e.g. consumers / employees) 4. Business responsibility and associated theories 5. Corporate sustainability and sustainable development 6. Drivers for corporate sustainability: sustainable business challenges 7. Enablers for corporate sustainability: sustainable business models and organisational change 8. The Sustainable Development Goals 9. The role of business in SDGs: Collaborations 10. Managing sustainability in practice
ASSESSMENT TYPE	Individual Report 2,500 words

Strategic Communication, Business and Society	
MODULE CODE	BMS0078
CREDIT RATING	30 credits / 15 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Lectures: 18 hours Workshops: 18 hours Support Sessions: 4 hours Guided independent study: 260 hours Total hours: 300 hours
SYNOPSIS	This module is for students seeking careers in, or an understanding of, Corporate Communication and Public Relations. The strategic importance of communication to contemporary organisations and its impact on society means the module will also appeal to students with other professional interests and leadership aspirations. The module is rooted in business and public communication, rather than media studies.
OUTLINE SYLLABUS	<ol style="list-style-type: none"> 1. Communication and society 2. The strategic role of communication in organisations

	<ol style="list-style-type: none"> 3. Critical and functional perspectives on corporate communication and public relations 4. Specialist areas in professional practice 5. Strategic planning and stakeholder relations 6. Responsibility and ethics 7. What makes a good communication professional 8. Communication, grand challenges and wicked problems 9. What the future holds for the profession and professionals
ASSESSMENT TYPE	Individual presentation (50%) 10-minute presentation Individual report (50%) 2,000 words

The Strategy of International Business	
MODULE CODE	BMS0079
CREDIT RATING	30 credits / 15 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Lectures: 18 hours Workshops: 18 hours Support Sessions: 4 hours Guided independent study: 260 hours Total hours: 300 hours
SYNOPSIS	<p>Nowadays, only few businesses, even the ones that are established within their national or local markets, are free from influences originated from outside their national borders. Due to the growing globalisation phenomenon and market integration activities, businesses are everyday subject to higher competitive forces that are created outside their local markets. Hence, the days are over when an understanding of domestic business alone was sufficient to prosper and business students need to have an international business point of view more than ever before.</p>
OUTLINE SYLLABUS	<ol style="list-style-type: none"> 1. Basic Concepts of International Business 2. The Multinational Enterprise (MNE) 3. Strategic Management and the MNE 4. The Corporate Strategy of International Business 5. Organizing Strategy 6. Integration Mechanisms and Control Systems 7. Analysing Countries for Operations 8. Foreign Markets Entry Strategies 9. Greenfield, Acquisition and Strategic Alliances 10. Global Production, Outsourcing and Logistic
ASSESSMENT TYPE	Individual Essay 4,000 words

Professional Placement	
MODULE CODE	BMS0080
CREDIT RATING	60 credits / 30 ECTS

LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Work Based Learning: 600 hours Total Hours: 600 hours
SYNOPSIS	<p>This module encourages students to reflect on their personal and professional development experiences, and to identify their learning from these experiences. The aims of the module are to:</p> <ul style="list-style-type: none"> • Enable students to develop an analytical approach towards identifying their personal and professional development learning • Encourage students to accurately appraise their own performance and to undertake continuous professional development where necessary • Encourage students to be pro-active and forward thinking in terms of taking advantage of learning opportunities for personal and professional development.
OUTLINE SYLLABUS	<p>Placements must be approved by the School to ensure that the learning opportunities are sufficient in terms of content, breadth and scope for initiative and responsibility. They may be located in the UK or abroad.</p> <p>Placements normally will be in programme related jobs (functional or managerial roles)</p> <p>There are two main components against which the knowledge and abilities of the student will be assessed. These are:</p> <ol style="list-style-type: none"> 1. Progress against guidelines set in the student appraisal form for transferable, personal and professional development competences. This will facilitate students' self-reflection. A designated supervisor will assess progress in this context. 2. A reflective log, maintained throughout the placement, demonstrating academic engagement with theory and practice in personal and professional development. <p>If a student fails the Professional Placement module, they will be awarded a master's degree minus the placement recognition.</p>
ASSESSMENT TYPE	<p>Formative assessment will be provided by continual interaction between the student and their supervisor, with support from their visiting tutor, with the assessment write up form supporting this process.</p> <p>This is an ungraded module. There will be a Pass or Fail outcome.</p> <p>Final Assessment: Reflective Log (3000 words)</p>

Strategic Management and Innovation	
MODULE CODE	BMS0081
CREDIT RATING	15 credits / 7.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	Workshops: 20 hours Guided independent study: 130 hours Total hours: 150 hours
SYNOPSIS	<p>This module aims to explore the nature of strategic management and innovation practice within a range of organisations and across business networks. This includes understanding and exploring strategic formulation and responsible leadership practices in the 3rd Sector (Voluntary and social Enterprises) as well as other public sector bodies. Whilst considering the importance of well-established strategic planning concepts in the so called linear-rational process model, the module will also focus on contemporary concepts such as digitisation, servitisation, digital ecosystems, platforms, business model innovation and disruption - synonymous with more fast moving and complex environments. Hence, the module involves developing a critical understanding of core models of strategy and innovation. The learning programme will deploy a range of cases, simulations and thinking tasks to explore strategic decision making in contemporary organisations.</p> <p>Case studies are used to explore the relationship between theory and practice. The intent is to develop strategic thinking and increase awareness of individuals roles in, and their relationship to, strategy. Attention is given to the public sector, SMEs, virtual firms and organisations operating in an international rather than just a domestic context.</p>
OUTLINE SYLLABUS	<ol style="list-style-type: none"> 1. Defining Strategy – Strategic Issues; Strategic Alternatives; Strategic Choice. Blue ocean versus red ocean strategy 2. Developing Strategy– Strategic Decision Making; Judgement; Strategic Leadership, Culture, Values and Management Style. Goal Setting, Scenario planning, Stakeholder Involvement and Managing Expectations; Conceptualizing Synergy. 3. Resource Based View – Competence and Capability Analysis; Dynamic capability, Resource Optimization and Co-ordination; Value Chains. 4. Market Based View – Key Success Factors; Competitor Analysis. Strategic Positions; Key Performance Indicators.

	<p>5. Strategy Implementation – Corporate Style; Managing Strategic Change; Strategy evaluation; The Learning Organisation; strategy as practice.</p> <p>6. Innovation, digitization and disruption – business model innovation; disruptive innovation; value innovation; exploitative/exploratory; ambidexterity; innovative ecosystems; clusters.</p>
ASSESSMENT TYPE	Group presentation (40%) 10 minutes Individual coursework (60%) 1,500 words

MPA Project	
MODULE CODE	BMS0082
CREDIT RATING	45 credits / 22.5 ECTS
LEVEL	Masters (FHEQ Level 7)
LEARNING METHODS	<p>Seminars: 22 hours</p> <p>Supervision: 9 hours</p> <p>Guided independent study: 419 hours</p> <p>Total hours: 450 hours</p>
SYNOPSIS	<p>This module gives the opportunity to apply the knowledge, skills and understanding gained throughout the programme. It provides opportunity to bring individual and personalised projects to analyse, using quantitative, qualitative or mixed methods, and propose appropriate public administration responses. Students are expected to engage in the process of scoping the project, undertaking the necessary information gathering, taking a responsible leadership role in analysing the information and making recommendations on the basis of their findings. The nature of the task will vary according to the nature of the issue that is needed to be investigated; it may be strategic or operational.</p>
OUTLINE SYLLABUS	<p>Students will engage in live projects, such as analysing existing policies, suggesting future directions and solve institutional and environmental issues. Students are expected to provide an opportunity to engage in the scoping their projects and the provision of recommended outcomes to a specific problem. An academic supervisor will be allocated to each student in order to provide guidance and support throughout the project delivery.</p>
ASSESSMENT TYPE	Individual Report (70%) 6,000 words Reflective statement (30%) 1,500 words