Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

MODULE DIRECTORY

Master of Business Administration

Master of Business Administration (Tourism Management)

Master of Business Administration (International Hotel Management)

LEVEL 7

ACADEMIC DISCIPLINE: Business

INSTITUTE OF MANAGEMENT AND HEALTH

2022-2023

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INTRODUCTION

This Module Directory includes all the modules for Level 7 within the MBA portfolio within the Institute of Management and Health in the academic year 2022-2023.

This directory accompanies the Programme of Study Handbook, which will provide you with details of which modules you will be studying for your programme this year in the 'Programme of Study' section. This directory may include modules that are running on other programmes of study within your Academic Discipline/Institute. If you require assistance in identifying the modules for your programme of study, please contact the Programme Manager (whose name and contact details are provided in the accompanying Programme of Study Handbook), or the relevant Institute Office.

The University has made every effort to make the information as full and as accurate as possible, but you should note that minor changes in the organisation of modules between the planning stage and the actual teaching are inevitable. We shall try to keep any such changes to a minimum, and you will receive plenty of advance warning in the event of any alteration. We would also be grateful if you would let us know about any changes that you think might be helpful if introduced into future handbooks.

MODULES

MODULE CODE: **BMMB7000 / BMMB7000D**
TITLE: **Change and Stability Management**
DATED: **26/04/2018**

LEVEL: **7**
CREDITS: **20**

JACS CODE: **N214**

AIM(S)

- To enable students to develop a comprehensive and critical understanding of relevant change management theories and practical strategies for managing change by focusing on organisational behaviour, operations, and the management challenges created by the external business environment, especially in view of the rapid digitalisation.

- To consider whether organisational change is a beneficial and exceptional event by assessing whether stability is either attainable or desirable in the modern business environment.

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to demonstrate the ability to:

- critically analyse theoretical perspectives and approaches to change management and demonstrate their practical application in a variety of organisational environments;

- critically evaluate whether change is beneficial or a hindrance to organisations today by examining key internal and external drivers such as culture, leadership, power, digitalisation, economic and political pressures and the forces of competition.

INDICATIVE CONTENT

- Organisations and their changing environments – a systems perspective. Behavioural, cognitive, psychodynamic approaches to change.

- Evaluation of key change typologies; the OD process; the planned and emergent approaches to change.

- The human and social impact of change - the ‘coping cycle’; ownership, personality factors and the impact on the psychological contract between the employee and employer.

- The paradox of managerial and leadership roles and responsibilities in devising and implementing change – devising strategies for dealing productively with resistance to change and the need for effective stakeholder engagement.

- Team and organisational change. Leading change, different styles and skills for different phases of change.

- Change in practice through restructuring, mergers and acquisitions, cultural and technologically driven change; reputational damage, repair and recovery.

- The development of the innovative organisation, with particular reference to the impact of the sharing economy on the delivery of established business models.

LEARNING AND TEACHING STRATEGY

Classes will enhance knowledge of organisations, their management systems, and operational influences already acquired. Tools of evaluation and comparative analysis will be rehearsed in group exercises and case study analysis. Students' own work experience (including work shadowing or placement) and the use of external specialists will be incorporated into "witness sessions" to enable inter -organisational comparisons to facilitate group learning.

The allocation of teaching to deliver the module is:

Activity type	Hours	Percentage
Scheduled learning	40	20%
Independent learning	160	80%
Placement learning		
TOTAL	**200**	**100%**

ASSESSMENT

Assessment Component 1

☐ **Written exam** ☐ **Coursework** ☒ **Practical**

Mode of assessment	Volume	Weighting
Presentation	8-10 minutes	25%

Assessment Component 2

☐ **Written exam** ☒ **Coursework** ☐ **Practical**

Mode of assessment	Volume	Weighting
Report	3000 words	75%

Assessment Summary

Activity type	Percentage
Written exam	
Coursework	75%
Practical	25%
TOTAL	**100%**

READING LIST

Module Code	**BMMB7000**	
Module Title	**Change and Stability Management**	
Classification	**Reading List entry**	**Electronic***
Essential	Cameron, E. & Green, M. (2015), Making Sense of Change Management: A Complete Guide to the Models, Tools and Techniques of Organisational Change, 4th edition, London: Kogan Page	☒
Essential	Buchanan, D. A. & Badham, R.J. (2008), Power, Politics and Organisational Change, 2nd edition, London: Sage Publications	☒
Further	Burnes, B. (2014), Managing Change, 6th edition, Harlow: Pearson	☒
Further	Carnall, C. & Todnem, B. (2014), Managing Change in Organisations, 6th edition, Harlow: Pearson	☒
Further	Drucker, P. (2009), Innovation and Entrepreneurship, London, Butterworth-Heinemann.	☒
Further	Greenfield, A. (2008), The 5 Forces of Change: A Blueprint for Leading Successful Change, New York: Management Books	☒
Further	Hayes, J. (2014), The Theory and Practice of Change Management, 4th edition, Basingstoke: Palgrave Macmillan	☒
Further	Kotter, J. P. (2009) Leading Change, Mass :Harvard Business Essentials	☒
Further	Senior, B & Swailes, S (2010) Organisational Change, Harlow: Prentice Hall	☒

Module Code	**BMMB7015**
Title	**Contemporary Global Issues in Business**
Date	**11/03/2019**
Level	**7**
Credits	**20**
Pre-Requisites	

AIM(S)

- This innovative project and destination based module is designed to develop the students' academic and professional expertise in contemporary global and sustainability issues
- To consolidate a student's academic learning and skills gained throughout the programme in order to apply their knowledge by undertaking professional field based research to investigate global business and management issues and put forward a series of strategic recommendations.

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to:

- synthesise the relationship between global sustainability issues and global business and industry in order to challenge and debate preconceived beliefs and policies;
- undertake destination field research in order to debate and critically evaluate key issues and apply theory in order to put forward strategic recommendations to improve the organisation or industry performance.

INDICATIVE CONTENT

- Global Tourism Issues – Sustainability, Eco Tourism Developments, Climate Change Impacts, Impacts of Ski Tourism, Risk Management, Terrorism Threats, Economic Impacts, Sociological Theories, Political Impacts, Organisational Issues, Change management, Empowerment, Yield Management and Destination Management.
- Stakeholder expectation and organisational purpose; to include the importance of governance stakeholder mapping. Critical assessment of ethical issues, sustainability, corporate social responsibility and their impact on strategic development.
- Working closely with organisations including ABTA, Travel Life and Aspen Ski Company, students will be involved in planning and organising an International Educational Field Study Experience. This will involve liaising with the host organisation and industry professionals, selecting research topics, planning activities and field studies prior to the trip in order to fully utilise the research opportunity.

Study Time Allocation

The study time for the module is divided as follows:

Activity type	Hours	Percentage
Scheduled learning	50	25%
Independent learning	150	75%
Placement Learning	0	0%
TOTAL	**200**	**100%**

ASSESSMENT

Assessment Component 1
(Tick one)

☐ **Written exam** ☒ **Coursework** ☐ **Practical**

Mode of assessment	Volume	Weighting
Conference paper	2500 words	50%

Assessment Component 2
(Tick one)

☐ **Written exam** ☒ **Coursework** ☐ **Practical**

Mode of assessment	Volume	Weighting
Reflective essay in article format	2500 words	50%

Assessment Summary

Activity type	Percentage
Written exam	0%
Coursework	100%
Practical	0%
TOTAL	**100%**

READING LIST

Module Code	**BMMB7015**	
Module Title	**Contemporary Global Issues in Business**	
Classification	**Reading List entry**	**Electronic***
Essential	Blewitt. J. (2015) Understanding Sustainable Development, 2nd Edition, London: Routledge	☐
Essential	Capper (2010), Terrorism, Tourism and Consumer Behaviour, London: Lambert Publishing	☐
Essential	Hill, C.W.L. (2014) International Business: Competing in the Global Marketplace, 10th Edition, New York: McGraw Hill.	☐
Essential	The Core Team (2017) The Economy: Economics for a Changing World. Oxford: OUP Oxford.	☒
Further	Baudrilland, J (1998), Consumer Society, London: Sage Publications	☐
Further	Denney, D (2005), Risk and Society, London: Sage Publications	☒
Further	Epstein, M.J. et al (2014) Making Sustainability Work: Best Practices in Managing and Measuring Social, Environmental and Economic Impacts, 2nd Edition, San Fransisco.	☐

Module Code	BMMB7015	
Module Title	Contemporary Global Issues in Business	
Classification	Reading List entry	Electronic*
Further	Francis, R. D. and Bishop, S. (2015) Global Business Ethics: Responsible Decision Making in An International Context, London: Kogan Page	☐
Further	Richardson, H.W. et al (2009) Global Business and the Terrorist Threat, Cheltenham: Elgar.	☐
Further	Rojek, C (2013), Event Power, How Global Events Manage and Manipulate, London: Sage Publications	☐
Further	The Journal of Global Business Issues	☒

Module Code	**BMMB7003**
Title	**Dissertation**
Date	**26/04/2018**
Level	**7**
Credits	**60**
Pre-Requisites	

AIM(S)

- To develop a critical and systematic understanding of the application of research methodologies, and an ability to frame a research proposal.
- To develop a systematic understanding of how to report research results in written format to an academic and/or professional audience, and to further develop the student's capacity for critical analysis and independent thought.

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to:

- prepare a research/independent study proposal that provides evidence that the topic to be studied is worth addressing; that the way the proposal addresses the topic is both appropriate and feasible in terms of intended activities, outcomes and resources and thus establishes its importance to both academic and professional communities;
- plan, manage and execute an in-depth research, inquiry or investigation with a business and/or management focus by applying the principles of research design and appropriate methodology selection to the formulation of a research question including, where appropriate, formal hypotheses that can be tested, and the selection of appropriate research methods for answering these questions;
- demonstrate the ability to conduct research under supervision in a business and management context including the ability to critically review published literature , show conceptual and theoretical understanding, identify research problems, use project management skills to budget, manage time and other resources, handle data, interpret results and disseminate findings in a way that is consistent with professional business and management practice and normal principles of research ethics;
- exhibit the analytical, numerical, literacy, communication and computer skills to enable critical research to be undertaken and be able to apply those transferable skills to develop research-based inquiry in future employment settings.

INDICATIVE CONTENT

- The complexities and practical issues of business and management research: independent learning and development; stakeholder interests and ethical considerations; the investigative process; philosophical considerations; the use of theory; the importance of on-going clear communication.
- The importance of clear aims and objectives: project management, use of project management skills to budget, manage time and other resources, building and managing relationships; learning and reflection, reviewing and judging.

- Exploring the literature, writing a literature review, critically reviewing published literature, showing conceptual and theoretical understanding, identifying research problems and questions.
- Choosing a research method, data collection and sampling, data analysis and interpreting results, reliability and validity of data, evidence-based approach; disseminating findings in a way that is consistent with professional business and management practice. Drawing valid conclusions and recommendations. Reflecting on the research process and outcomes and the learning experience.

Study Time Allocation

The study time for the module is divided as follows:

Activity type	Hours	Percentage
Scheduled learning	30	5%
Independent learning	570	95%
Placement learning	0	0%
TOTAL	**600**	**100%**

ASSESSMENT

Assessment Component 1

☐ **Written exam** ☒ **Coursework** ☐ **Practical**

Mode of assessment	Volume	Weighting
Formative Research Proposal and Dissertation	15000 words	100%

Assessment Summary

Activity type	Percentage
Written exam	0%
Coursework	100%
Practical	0%
TOTAL	**100%**

READING LIST

Module Code	**BMMB7003**	
Module Title	**Dissertation**	
Classification	**Reading List entry**	**Electronic***
Essential	Bryman, A. and Bell, E. (2015) *Business Research Methods*. Oxford OUP.	☐
Essential	Collis, J. and Hussey, R. (2013) *Business Research, A Practical Guide for Undergraduate and Post Graduate Students*. 4th ed. Palgrave Macmillan: London.	☐
Essential	Creswell, J. W. (2015) *A Concise Introduction to Mixed Method Research*. Sage.	☐
Essential	Field, A. (2009) *Discovering Statistics Using SPSS: (and sex and drugs and rock 'n' roll)*. 5th ed. London: Sage.	☐

Module Code	BMMB7003	
Module Title	**Dissertation**	
Classification	**Reading List entry**	**Electronic***
Essential	Kozinets, R.V. (2015) *Netnography Redefined*. 2nd edn. London: Sage.	☐
Essential	Pallant, J. (2016) *SPSS Survival Manual.* Allen and Unwin.	☐
Essential	Saunders, M., Lewis, P. and Thornhill, A. (2016) *Research Methods for Business Students*. 7th edn. FT/Prentice Hall: Harlow.	☐
Further	Bell, J. (2010) *Doing Your Research Project: a guide for first time researchers in education*. Open University Press: Maidenhead.	☐
Further	Cottrell, S. (2011) *Critical Thinking Skills: Developing Effective Analysis and Argument*. 2nd edn. Palgrave Study Guides, Palgrave Macmillan: Basingstoke.	☐
Further	Denscombe, M. (2012) *Research Proposals: A Practical Guide*. Open University Press: Maidenhead.	☐
Further	Duignan, J. (2014) *Quantitative Methods for Business Research using Microsoft EXCEL*. Cengage Learning.	☐
Further	Field, A. (2013) *Discovering Statistics using IBM SPSS Statistics*. 4th edn. London: Sage.	☐
Further	Greetham, B. (2009) *How to Write Your Undergraduate Dissertation*. Basingstoke: Palgrave Study Skills.	☐
Further	Gray, D. (2017) *Doing Research in the Business World.* London: Sage.	☐
Further	Levin, P. (2005) *Excellent Dissertations*. Open University Press.	☐
Further	Majchrzak, A. and Markus, M. L. (2014) *Methods for Policy Research: Taking socially responsible action*. 2nd edn. Thousand Oaks, CA: Sage.	☐
Further	Richards, L. (2015) *Handling Qualitative Data*. London: Sage.	☐
Further	Robson, C (2011) *Real World Research.* 3rd edn. John Wiley and Sons: Chichester.	☐
Further	Sherbaum, C. and Shockley, K. (2015) *Analysing Quantitative Data for Business and Management Students*. Sage.	☐
Further	Silverman, D. (2016) *Qualitative Research*. 4th edn. Sage .	☐
Further	Stewart, C.J. and Cash, W.B. Jr (2017) *Interviewing: Principles and Practices*. 15th edn. New York: McGraw-Hill.	☐
Further	Wood, M. (2003) *Making Sense of Statistics: A Non-mathematical Approach*. Basingstoke: Palgrave Study Guides, Palgrave Macmillan.	☐
Further	Yin, R. K. (2014) *Case Study Research: Design and Methods.* 5th edn. Thousand Oaks, CA: Sage.	☐

MODULE CODE: **BMMB7004 / BMMB7004D**
TITLE: **Environmental Sustainability in the Hospitality Industry**
DATED: **26/04/2018**

LEVEL: **7**
CREDITS: **20**

JACS CODE: **N800**

AIM(S)

- For students to recognise and be aware of the multi-dimensional nature of sustainability in today's business environment for new and existing hospitality assets.

- For students to be able to operate as managers in an environment where sustainability issues have permeated nearly every aspect of the hospitality industry.

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to:

- systematically integrate the environment as one component of day-to-day hotel and hospitality management;

- identify significant and priority measures for hotels and the hospitality industry, enabling their implementation and ensuring sustainability over time;

- promote rational and eco-efficient use of resources;

- to make long term sustainable positive steps towards being able to create an integrated environmental management system.

INDICATIVE CONTENT

- Environmental experience - improving the quality of the hotel's internal and external environment.

- Fiscal and economic incentives - rationalising the use of raw materials, including water and energy and reducing the volume of wastes and improving waste management. This includes the adoption of a more ecological purchasing policy and improving logistics.

- Regulatory affairs – Current environmental regulations targeted toward the hotel sector are largely focused on facility operations such as storm-water management, hazardous materials handling, and environmental health and safety. However, a wide range of present and future legislative activities will impact hotel design, construction methods and operational approaches.

- Guest experience - A hotel's position regarding environmental issues can increase its competitiveness. By communicating clearly about its efforts in the

field of environmental protection, the hotel can increase the approval and loyalty of demanding guests.

- Brand image - most major hotel brands have incorporated some level of sustainability platform into their brand definition. Several brands have been repositioned to cater to a younger generation of more environmentally and socially active customers. Having sustainable business practices will lead to an enhanced reputation and brand image, which translates to great hotel profits in the long term.

- Staff awareness - making staff aware of the importance of environmental issues. Whilst investments are required to maintain or replace a hotel's equipment, an investment in staff awareness-raising and training is essential to improve the human capital. Environmental commitment is an opportunity for the hotel to involve all staff.

LEARNING AND TEACHING STRATEGY

Student-centred learning strategies will be employed to ensure a balance of theory and practice. The module will primarily delivered predominantly in a workshop environment allowing for both a didactic and interactive learning experience. Online learning activities may bel be utilized to allow for an interactive learning experience for distance students. Concepts, theories and techniques associated with developing sustainable management techniques within hospitality management are provided as learning resources. Activities will engage learners in the ideas and will allow them to participate in discussion on the application of these ideas to practical situations in their own and others contexts. Further exploration of these topics and their application to real life practical, pathway specific situations with make use of case studies both offline and online. Students will work in groups online and expand discussions in areas that are relevant to the opportunities and ideas that have been developed. Students will also have the opportunity and encouragement to apply the relevant issues to their own context or a given case organisation, and gain individual, formative feedback regarding them from their peer group.

Activities will be interactive and will involve students in practical exercises, case study analysis and discussions. This module will equip students with the ability to selectively analyse different sets of data for insight, and to undertake effective decision making in relation to the utilisation of resources. Case studies will therefore be used to develop this understanding and application of the techniques.

The study time for the module is divided as follows:

Activity type	**Hours**	**Percentage**
Scheduled learning	40	20
Independent learning	160	80
Placement learning	0	0
TOTAL	**200**	**100%**

ASSESSMENT

Assessment Component 1

☐ **Written exam** ☒ **Coursework** ☐ **Practical**

Mode of assessment	Volume	Weighting
Portfolio	8-10 elements - equivalent to 5000 words.	100%

Assessment Summary

Activity type	Percentage
Written exam	
Coursework	100%
Practical	
TOTAL	**100%**

READING LIST

Module Code	**BMMB7004 / BMMB7004D**	
Module Title	**Environmental Sustainability in the Hospitality Industry**	
Classification	**Reading List entry**	**Electronic***
Essential	Hawkins, R. & Bohdanowicz, P. (2011), Responsible Hospitality, Goodfellow, Oxford	☐
Essential	Jauhari, V. (ed) (2014), Managing Sustainability in the Hospitality and Tourism Industry: paradigms and Directions for the Future, Apple Academic Books	☐
Essential	Sloan, P., Legard, W. & Chen, J. (2017), Sustainability in the Hospitality Industry: Principles of Sustainable Operations, Routledge, Oxon	☐
Further	Elkington, J. (1999), Cannibals with Forks: Triple Bottom Line of 21st Century Business, Capstone Publishing	☐
Further	Hawken, P. (2010), The Ecology of Commerce: A Declaration of Sustainability, Harper Business	☐
Further	Parsa, H. G. & Narapareddy, V. (eds) (2015) Sustainability, Social Responsibility and Innovations in the Hospitality Industry, Apple Academic Press	☐
Further	Ruud, M. & Reuland, J. (2008) Best Environmental Practices for the Hotel Industry, Switzerland: Sustainable Business Association	☐
Further	Singh, A. J. & Houdre, H. (eds) (2012), Hotel Sustainable Development: Principles and Best Practice, American Hotel and Lodging Education Institute	☒
Further	Swarbrooke, J. (1998), Sustainable Tourism Management, CABI Publishing, Oxon	☐
Further	Weaver, D. (2006), Sustainable Tourism, Elsevier Butterworth - Heinemann	☐
Further	WCED, (1987), Our Common Future. World Commission on Environment and Development. Oxford University Press, Oxford	

Module Code	**BMMB7005**
Title	**Finance for Business Managers**
Date	**26/04/2018**
Level	**7**
Credits	**20**
Pre-Requisites	**N/A**

AIM(S)

- To provide students with an overview of financial (accounting) statements and related theories in order to develop a comprehensive and critical understanding of financial techniques and processes which enable management to evaluate and make strategic decisions in the context of competitive environments.

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to:

- research, apply and critically evaluate a variety of financial assessment techniques for application to a case study;
- research, evaluate and critically discuss various issues and theoretical frameworks used in the management and control of financial resources.

INDICATIVE CONTENT

- Financial statements as a means of communication; users of financial information; ratio analysis; trend analysis; interlinking of ratio results; comparison with similar sized businesses and industry sector norms; recommendations and conclusions; follow-up analysis and interpretation; critical appraisal of techniques.
- Objectives of working capital management; methods of financing working capital (short and long term financing requirements); management and control of trade credit and trade debt; cash management, cash operating cycle, management of stocks; evaluation of conflicting aims.
- Project appraisal including payback, APR, NPV, IRR; decision to make, buy or lease; effects of capital rationing, taxation and inflation; project appraisal; post-completion audit and critical appraisal of the techniques applied.
- Corporate failure; corporate failure prediction models, ethical banking
- The disruptive effect of FinTech companies on traditional banking and financial institutions.

Study Time Allocation

The study time for the module is divided as follows:

Activity type	Hours	Percentage
Scheduled learning	40	20%
Independent learning	160	80%
Placement learning	0	0%
TOTAL	**200**	**100%**

ASSESSMENT

Assessment Component 1

☐ **Written exam** ☒ **Coursework** ☐ **Practical**

Mode of assessment	Volume	Weighting
Written assignment	5000 words	100%

Assessment Summary

Activity type	Percentage
Written exam	0%
Coursework	100%
Practical	0%
TOTAL	**100%**

READING LIST

Module Code	**BMMB7005**	
Module Title	**Finance for Business Managers**	
Classification	**Reading List entry**	**Electronic***
Essential	Atrill, P. (2017) *Financial Management for Decision Makers*. 8th edn. Pearson.	☐
Essential	Bekaert, G. (2017). 3rd edn. Cambridge University Press.	☐
Further	Bhimani, A. (2017) *Financial Management for technology Start-ups: A Handbook for Growth*. Kogan Page.	☐
Further	Drury, C. (2015) *Management and Cost Accounting*. 9th edn. Cengage.	☐
Further	Financial Institutions Management: a Risk Management Approach, New York: McGraw Hill.	☐
Further	Financial Management (CIMA)	☒
Further	Journal of Accounting, Finance & Management Strategy	☒
Further	Journal of Finance	☒
Further	Kersten, R. et al (2017) *Small Firms, large Impact? A systematic review of the SME Finance Literature, World Development*. September 2017, (97), pp. 330-348	☒

Module Code	**BMMB7006**
Title	**Global Business Challenges**
Date	**26/04/2018**
Level	**7**
Credits	**20**
Pre-Requisites	**N/A**

AIM(S)

- To identify, describe and critically analyse the internal and external economic forces at different regional levels with respect to decision making processes in modern organisations.
- To systematically understand and assess the nature of recent developments in the global economy with an emphasis on multinational organisations and international trade.

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to:

- critically evaluate the main features which contribute to the international business environment with the focus on macro-economic conditions;
- critically evaluate the different modes of engagement with international markets and explore the interconnectedness between these and the technological, economic, legal, political, ecological and cultural environment in which expanding companies operate;
- assess micro-economic structures with respect to decision making in global organisations;
- critically evaluate issues in trade theory relevant for the conduct of international business and the internationalisation of organisations.

INDICATIVE CONTENT

- Introduction to international business and globalisation including the economic, regulatory, ecological and cultural environment.
- Overview of the international economy and recent economic trends.
- Theories of international trade and market protection.
- Regional integration and trade arrangements.
- International entry strategies.
- Relationships between trade, growth and regional inequalities in terms of income and living standards.
- Emerging economies.
- International labour markets.
- Global ecological challenges, the need for sustainability and the circular economy
- Corporate Social Responsibility in a Global Economy.
- An evaluation of guidelines for ethical organisations operating in the global market. Issues of sustainability and ecological responsibility.

- Relevance and changing impact of international institutions such as WTO, World Bank and IMF on global organisations.
- Micro-economic concepts such as supply and demand, price elasticities and cost-structures with respect to managerial decision making.
- The role of technology in changing the competitive position of incumbents and new entrants.

Study Time Allocation

The study time for the module is divided as follows:

Activity type	Hours	Percentage
Scheduled learning	40	20%
Independent learning	160	80%
Placement learning	0	0%
TOTAL	**200**	**100%**

ASSESSMENT

Assessment Component 1

☐ **Written exam** ☒ **Coursework** ☐ **Practical**

Mode of assessment	Volume	Weighting
Report	5000 words	100%

Assessment Summary

Activity type	Percentage
Written exam	0%
Coursework	100%
Practical	0%
TOTAL	**100%**

READING LIST

Module Code	**BMMB7006**	
Module Title	**Global Business Challenges**	
Classification	**Reading List entry**	**Electronic***
Essential	Johnson, G.et al. (2017) *Exploring Strategy: Text Only*. 11th edn. Pearson.	☒
Essential	Morrison, J. (2016) *The Global Business Environment*. 4th edn. Palgrave.	☒
Essential	Sloman, J., et al. (2016) *Economics for Business*. 7th edn. Pearson.	☒
Further	Griffin, R. and Putstay, M. (2015) *International Business*. global edition, Pearson.	☒
Further	Griffiths, A. and Wall, A. (2011) *Economics for Business and Management*. Pearson.	☒

Module Code	BMMB7006	
Module Title	**Global Business Challenges**	
Classification	**Reading List entry**	**Electronic***
Further	Hamilton, L. and Webster, P. (2012) *The International Business Environment*. New York: Oxford University Press.	☒
Further	Robertson, M. (2017) *Sustainability Principles and Practice*. Routledge.	☐
Further	Applied Economics	☒
Further	Business Economics, Springer Link	☒
Further	British Economy	☒
Further	Business Week	☒
Further	Cambridge Journal of Economics	☒
Further	Economic Journal	☒
Further	Economic Outlook	☒
Further	Economic Policy, Oxford	☒
Further	Economic Trends	☒
Further	Harvard Business Review	☒
Further	IMF Economic Review, Springer Link	☒
Further	Journal of the Knowledge Economy, Springer Link	☒
Further	Journal of Management Studies	☒
Further	Journal of Sustainable Development	☒
Further	Management Today	☒
Further	McKinsey Quarterly	☒
Further	Oxford Economic Papers	☒
Further	Oxford Review of Economic Policy	☒
Further	Review of Environmental Economics and Policy, Oxford	☒
Further	Socio-Economic Review, Oxford	☒
Further	Strategic Management Journal	☒

MODULE CODE: **BMMB7007 / BMMB7007D**
TITLE: **Human Resource Management**
DATED: **26/04/2018**

LEVEL: **7**
CREDITS: **20**

JACS CODE: **N600**

AIM(S)

- To develop a critical and analytical understanding of the importance and changing nature of HRM in a global context.
- To develop a professional understanding of what the HR function can help deliver in terms of sustainable organisation capability and innovation through people.

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to:

- critically review and appraise current HRM research and advanced scholarship;
- critically evaluate business environments and analyse how resourcing an organisation is affected and informed by internal and external factors that in turn serve to influence the policies, procedures and processes adopted by the organisation;
- demonstrate a systematic, extensive and comparative knowledge and understanding of a number of advanced and emerging issues in HRM and IHRM within a variety of organisations and how these can influence fulfilment of the strategic aims of the organisation and affect competitive edge.

INDICATIVE CONTENT

- The history and context of HRM.
- Critical appraisal of the strategic HR role within varying sectors. This could include how the function looks in small, medium and large enterprises nationally and internationally.
- Organisation design, culture and development including the analysis of internal and external environments that impact upon the work of Human Resource professionals.
  National and international employment markets from which organisations source and mobilise staff; how employment markets are evolving and changing.
- Strategic human resource management.
- Onboarding personnel, building the business activist, employer bonding and branding.
- Processes of managing performance; innovating new working practices; delivering outstanding customer service; breeding an environment where talent may grow.
- The talent led knowledge economy. War on talent. Predictive analytics.

- Ethics and professionalism; commitment to equality of opportunity; encouraging and enabling diversity.
- Social, intellectual and human capital.
- Artificial Intelligence (AI) and its impact on HRM.

LEARNING AND TEACHING STRATEGY

The learning and teaching strategy for this module has been designed to facilitate a rich learning experience for students from different educational and cultural backgrounds.

The focus of the strategy is based on research and the practical application of theoretical models and concepts relevant to workplace scenarios detailed in a selection of pre-seen case study material.

Student-centred learning strategies will be employed to ensure a balance of theory and practice. The campus based version of this module will primarily delivered predominantly in a workshop environment allowing for both a didactic and interactive learning experience. For students on the MBA (online), online learning activities will be utilized to allow for an interactive learning experience for the student. Concepts, theories and techniques associated with human resource management are provided as learning resources. Activities will engage learners in the ideas and will allow them to participate in discussion on the application of these ideas to practical situations in their own and others contexts. Further exploration of these topics and their application to real life practical, pathway specific situations with make use of case studies both offline and online. Students will work in groups online or offline and expand discussions in areas that are relevant to the opportunities and ideas that have been developed. Students will also have the opportunity and encouragement to apply the relevant issues to their own context or a given case organisation, and gain individual, formative feedback regarding them from their peer group.

The focus of this model is on the importance of managing human and organisational resources in developing and maintaining sustainable organisational success and competitive advantage, the module further aims to promote student confidence to enable them achieve an enhanced understanding of, and sensitivity to, the managerial dynamics and processes that influence the behaviours and performance of people at work.

The study time for the module is divided as follows:

Activity type	**Hours**	**Percentage**
Scheduled learning	50	25%
Independent learning	150	75%
Placement learning		
TOTAL	**200**	**100%**

ASSESSMENT

Assessment Component 1

☐ **Written exam** ☒ **Coursework** ☐ **Practical**

Mode of assessment	Volume	Weighting
Essay	2500	50%

Assessment Component 2

☐ **Written exam** ☐ **Coursework** ☒ **Practical**

Mode of assessment	Volume	Weighting
Individual Presentation	15 minutes	50%

Assessment Summary

Activity type	Percentage
Written exam	0%
Coursework	50%
Practical	50%
TOTAL	**100%**

READING LIST

Module Code	**BMMB7007 / BMMB7007D**	
Module Title	**Human Resource Management**	
Classification	**Reading List entry**	**Electronic***
Essential	Armstrong M. (2017) Armstrong's Handbook of Human Resource Management Practice, 14th edition, Kogan Page	☐
Essential	British Journal of Management	☒
Essential	Chartered Institute of Personnel and Development https://www.cipd.co.uk/	☐
Essential	Harvard Business Review	☒
Essential	Henderson, I. (2011) Human Resource Management for MBA Students, London: CIPD 2nd Ed.	☐
Essential	People Management (CIPD Journal) http://www2.cipd.co.uk/pm/	☒
Further	ACAS http://www.acas.org.uk	
Further	Bratton J. and Gold J. (2012) Human Resource Management Theory and Practice, 5th edition, Palgrave.	☒
Further	Chartered Business Institute (CBI)	☒
Further	Gold, J. Holden, R. & Iles, P. (2013) Human Resource Development, 2nd edition, Palgrave. Available at Swansea Business Campus Library	☐
Further	http://www.cbi.org.uk/	☐

Module Code	**BMMB7008 / BMMB7008D**
Title	**Intercultural Leadership in an Age of Globalisation**
Date	**26/04/2018**
Level	**7**
Credits	**20**
Pre-Requisites	**N/A**

AIM(S)

- This module aims to develop leaders and managers as intercultural mediators who are able to engage with the complexities of the global arena by transforming ideas, goals and practices into forms which are meaningful and workable in local settings, appreciating and understanding difference and avoiding stereotyping.
- A secondary aim is to integrate theory, action and reflection to empower students to use diversity, gender and culture as a strength and resource in their leadership.

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to:

- demonstrate a systematic, extensive and comparative knowledge and understanding of a number of advanced and emerging cultural and institutional differences between national and regional contexts and their implications for leadership and management;
- use other cultural and institutional perspectives as a lens to construct a more critical understanding of their own context and management and leadership practice;
- evaluate information systematically on different national and regional contexts and draw implications for the effective practice of management and leadership in those settings;
- obtain key competencies in managing across cultural and institutional contexts including: cultural intelligence; brokering; and re-casting ideas and practices in terms which make sense in particular local contexts.

INDICATIVE CONTENT

- Culture's effects - different approaches to understanding cultures.
- The role of social, political and economic institutions - drawing on a "varieties of capitalism" approach, the ways in which institutions - such as labour markets, forms of firm governance, legal systems, differences in the rule of law, and the structure of inter-firm collaboration and competition - affect the practices and challenges of leadership and management. The ways in which the business, social, economic and political environments affect individuals' experience of leadership and management.
- Putting it into practice: cross-cultural leadership capabilities - the implications for own practice and uses, with a series of self-assessment tools to evaluate and assess own strengths and development needs in relation to the challenges of intercultural leadership and management.

Study Time Allocation

The study time for the module is divided as follows:

Activity type	Hours	Percentage
Scheduled learning	40	20%
Independent learning	160	80%
Placement learning	0	0%
TOTAL	**200**	**100%**

ASSESSMENT

Assessment Component 1

☐ **Written exam** ☒ **Coursework** ☐ **Practical**

Mode of assessment	Volume	Weighting
Essay	3000 words	75%

Assessment Component 2

☐ **Written exam** ☐ **Coursework** ☒ **Practical**

Mode of assessment	Volume	Weighting
Individual Presentation	8-10 minutes	25%

Assessment Summary

Activity type	Percentage
Written exam	0%
Coursework	75%
Practical	25%
TOTAL	**100%**

READING LIST

Module Code	**BMMB7008 / BMMB7008D**	
Module Title	**Intercultural Leadership in an age of Globalisation.**	
Classification	**Reading List entry**	**Electronic***
Essential	Abramson, N.R. & Moran, R. (2017) *Managing Cultural Differences: Global Leadership for the 21st Century*. Routledge.	☐
Essential	Moodian, M. (2008) *Cross-Cultural Dynamics within Organisations*. Sage Publications.	☐
Essential	Ramakrishnan, K. (2013) *Managerial Leadership in Multicultural Organisations*. Prentice – Hall.	☐
Essential	Wibbeke, E. S. & McArthur, S. (2013) *Global Business Leadership*. Routledge.	☐
Further	Collard, J. & Normore, A. (2009) *Leadership and Intercultural Dynamics*. Information Age Publications .	☐

Module Code	BMMB7008 / BMMB7008D	
Module Title	**Intercultural Leadership in an age of Globalisation.**	
Classification	**Reading List entry**	**Electronic***
Further	Meadenall, M. , Osland, J. (eds) and Bird, A. (2017) *Global Leadership: Research, Practice and Development*. Routledge .	☐
Further	Tuleja, E. (2017) *Intercultural Communication for Global Business.* Routledge.	☐
Further	Yukl, G. A. (2012) *Leadership within Organisations*. Pearson	☐
Further	Zweifel, T. D. (2016) *Cultural Clash: Managing the Global High-Performance Team*. Horizon	☐

MODULE CODE: **BMMB7009 / BMMB7009D**
TITLE: **International Independent Study Module**
DATED: **26/04/2018**

LEVEL: **7**
CREDITS: **60**

JACS CODE: **N200**

AIM(S)

- To offer students the opportunity to pursue an appropriate range of learning experiences whilst studying abroad.

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to:

- critically analyse, interpret and evaluate complex concepts, theories and alternative approaches to their subject area as evidenced abroad;
- critically evaluate cultural differences informing their subject area;
- develop appropriate research skills to design, implement, conduct and present an independent research project in the context of their study abroad;
- reflect critically on the value of studying abroad to their personal and professional development.

INDICATIVE CONTENT

This International Independent Study module is the formal Student Learning Agreement within this Programme of Study for students wishing to Study Abroad on one of Trinity Saint David's approved exchange programmes.

Students undertaking this module will research and develop their dissertation abroad on an approved exchange programme. These students will be guided and supervised by academic staff at their chosen institution.

Study on this module is based on the formal Study Abroad regulations as identified in the Academic Quality Handbook which include approval by Academic Schools and engagement with External Examiners.

LEARNING AND TEACHING STRATEGY

Students undertaking this International Independent Study module will sign a Learning Agreement drawn up by the International Office in consultation with the programme co-ordinator. The International Office will ensure that the host institution approves the Learning Agreement.

Pre-Study Abroad Phase

A Learning Agreement will be created by the MBA programme co-ordinator and the International Office to include:

- the specific details of the courses which the student agrees to attend and complete assignments for whilst studying abroad;

- details of additional compulsory practical tasks to be completed during the Study Abroad (e.g. membership of appropriate societies, clubs, teams, language courses etc.);

- details of any additional assessment tasks which could be deemed necessary to fulfil the Aims of the Programme of Study. These agreed additional assessment tasks would normally involve the negotiation of :

  (a) specific suitable titles for additional areas of study;

  (b) the intended learning outcomes of the areas of study;

  (c) the process by which learning outcomes are to be achieved;

  (d) the proposed assessment tasks, designed to provide evidence that the learning outcomes have been achieved;

  (e) the proposed assessment criteria linked to the learning outcomes.

In consultation with the tutor the student will negotiate:

(f) a programme of reading and/or research;

(g) arrangements for interaction with the tutor during the Study Abroad;

(h) a date for the final submission of work.

Students will be prepared for their study abroad with a research skills session focusing on the online resources the university offers in order to ensure they can utilise not only the resources of the host institution but also those of UWTSD to their full extent.

Study Abroad Phase

During the Study Abroad phase, students will undertake all aspects of the agreed Learning Agreement. In addition, the student will maintain regular contact with relevant staff at University of Wales Trinity Saint David to monitor progress.

Post-placement phase

Students must ensure that a full record of all work, including copies of all formal assessments undertaken during the Study Abroad, is kept and brought back to Trinity Saint David following the Study Abroad. These must be re-presented to the programme co-ordinator and final marks will be agreed as per the arrangements in the Academic Quality Handbook.
Students have the option to complete their dissertation abroad and submit directly on their return in September. They can also submit their dissertation in December or the following May.

The study time for the module is divided as follows:

Activity type	**Hours**	**Percentage**
Scheduled learning	Will vary between partner institutions	
Independent learning		
Placement learning		
TOTAL	**600**	**100%**

ASSESSMENT

Assessment Component 1
(Tick one)

☐ **Written exam** ☒ **Coursework** ☐ **Practical**

Mode of assessment	Volume	Weighting
Formative Research Proposal and 15000 word research project	Equivalent to maximum of 15,000 words	100%

Full details to be agreed and signed off by the Head of School on the Formal Agreement.

Assessment Summary

Activity type	Percentage
Written exam	
Coursework	100%
Practical	
TOTAL	**100%**

READING LIST

Module Code	**BMMB7009 / BMMB7009D**	
Module Title	**International Independent Study Module**	
Classification	**Reading List entry**	**Electronic***
Essential	Bryman, A. and Bell, E. (2015)), Business Research Methods. Oxford OUP.	☐
Essential	Collis, J. and Hussey, R. (2013), Business Research, A Practical Guide for Undergraduate and Post Graduate Students,4th edition, Palgrave Macmillan: London.	☐
Essential	Creswell, J. W. (2015), A concise introduction to mixed method research, Sage.	☐
Essential	Field, A. (2009), Discovering Statistics Using SPSS: (and sex and drugs and rock 'n' roll),. 5th edition, London: Sage.	☐
Essential	Kozinets, R.V. (2015), Netnography Redefined, 2nd edition, London: Sage	☐
Essential	Pallant, J. (2016),. SPSS Survival Manual, Allen and Unwin.	☐
Essential	Saunders, M., Lewis, P. and Thornhill, A. (2016), Research Methods for Business Students, 7th edition, FT/Prentice Hall: Harlow.	☐
Further	Bell, J. (2010), Doing Your Research Project: a guide for first time researchers in education, Open University Press: Maidenhead.	☐
Further	Cottrell, S. (2011), Critical Thinking Skills: Developing Effective Analysis and Argument, 2nd edition,, Palgrave Study Guides, Palgrave Macmillan: Basingstoke.	☐

Module Code	BMMB7009 / BMMB7009D	
Module Title	**International Independent Study Module**	
Classification	**Reading List entry**	**Electronic***
Further	Denscombe, M. (2012), Research Proposals: A Practical Guide, Open University Press: Maidenhead.	☐
Further	Duignan, J. (2014), Quantitative Methods for Business Research using Microsoft EXCEL, Cengage Learning.	☐
Further	Field, A. (2013), Discovering Statistics using IBM SPSS Statistics. 4th edition. London: Sage	☐
Further	Greetham, B. (2009), How to Write Your Undergraduate Dissertation, Basingstoke: Palgrave Study Skills	☐
Further	Gray, D.(2017), Doing Research in the Business World, London: Sage	☐
Further	Levin, P. (2005), Excellent Dissertations, Open University Press.	☐
Further	Majchrzak, A. and Markus, M. L. (2014), Methods for Policy Research: Taking socially responsible action, 2nd edition, Thousand Oaks, CA: Sage.	☐
Further	Richards, L. (2015), Handling Qualitative Data, London: Sage.	☐
Further	Robson, C (2011), Real World Research, 3rd edition, John Wiley and Sons: Chichester.	☐
Further	Sherbaum, C. and Shockley, K. (2015), Analysing quantitative data for business and management students, Sage.	☐
Further	Silverman, D. (2016), Qualitative research, 4th edition, Sage	☐
Further	Stewart, C.J. and Cash, W.B. Jr (2017), Interviewing: Principles and Practices, 15th edition, New York: McGraw-Hill	☐
Further	Wood, M. (2003), Making Sense of Statistics: A Non-mathematical Approach, Basingstoke: Palgrave Study Guides, Palgrave Macmillan	☐
Further	Yin, R. K. (2014), Case study research: Design and methods, 5th edition, Thousand Oaks, CA: Sage	☐

MODULE CODE: **BMMB7011**
TITLE: **Managing Change within Tourism Organisations**

DATED: **26/04/2018**

LEVEL: **7**
CREDITS: **20**

JACS CODE: **N832**

AIM(S)

- To enable students to develop an in depth understanding of strategies for sustaining organisational effectiveness and managing change within tourism organisations.

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to:

- analyse critically theoretical perspectives and approaches to change management and demonstrate practical application of such within the tourism sector;

- aritique professional activity with regard to systems for sustaining organisational effectiveness through dimensions of culture, structure, leadership, power and politics.

INDICATIVE CONTENT

- Organisations and their changing environments – a systems perspective. Behavioural, cognitive, psychodynamic approaches to change.
- Evaluation of hard systems models and soft systems models of change; the OD process; the planned and emergent approaches to change.
- Team and organisational change. Leading change, different styles and skills for different phases of change. Human and social factors of change: the 'coping cycle'; ownership and participative action research; perspectives on the person – organisation relationship.
- Management roles and responsibilities in globalisation and the challenge of change: transactional and transformational leadership. Emerging themes within tourism such as change for restructuring, mergers and acquisitions, cultural and IT based change, impacts of terrorism, global warming, EU restructuring, devolution, political influences.
- A process orientation for sustaining organisational effectiveness: the innovative organisation culture; the learning organisation.

LEARNING AND TEACHING STRATEGY

Class sessions will enhance knowledge of organisations, their management systems, and operational influences already acquired. Tools of evaluation and comparative analysis will be rehearsed in group exercises and case study analysis. The learning sessions are interactive and build on students' own work experience (including work

shadowing or placement). The use of external specialists may be incorporated into "witness sessions" to enable inter-organisational comparisons.

The allocation of teaching to deliver the module is:

Activity type	Hours	Percentage
Scheduled learning	40	20%
Independent learning	160	80%
Placement learning		
TOTAL	**200**	**100%**

ASSESSMENT

Assessment Component 1

☐ **Written exam** ☐ **Coursework** ☒ **Practical**

Mode of assessment	Volume	Weighting
Presentation of supporting proposal	3-4 min	10%

Assessment Component 2

☐ **Written exam** ☒ **Coursework** ☐ **Practical**

Mode of assessment	Volume	Weighting
A report, critically evaluating change strategy, using appropriate academic theory and application of good practice.	4500 words	90%

Assessment Summary

Activity type	Percentage
Written exam	
Coursework	90%
Practical	10%
TOTAL	**100%**

READING LIST

Module Code	**BMMB7011**	
Module Title	**Managing Change within Tourism Organisations**	
Classification	**Reading List entry**	**Electronic***
Essential	Cameron, E. & Green, M. (2015), Making Sense of Change Management: A Complete Guide to the Models, Tools and Techniques of Organisational Change, 4th edition, London: Kogan Page	☒
Essential	Hayes, J (2014), The Theory and Practice of Change Management, 4th edition, Basingstoke: Palgrave Macmillan	☒
Further	Burnes, B (2014), Managing Change, 6th edition, Harlow: Pearson	☐
Further	Carnall, C & Todnem By, R (2014), Managing Change in Organisations, 6th edition, Harlow: Pearson	☐

Module Code	BMMB7011	
Module Title	**Managing Change within Tourism Organisations**	
Classification	**Reading List entry**	**Electronic***
Further	Buchanan D. A. & Badham R.J. (2008), Power, Politics and Organisational Change, 2nd edition, London, Sage Publications	☐
Further	Drucker, P (2009), Innovation and Entrepreneurship, London, Butterworth-Heinemann	☐
Further	Edgell D. and Swanson J (2013), Tourism Policy and Planning, 2nd edition, London, Routledge	☐
Further	Greenfield, A. (2008), The 5 Forces of Change: A Blueprint for Leading Successful Change, New York, Management Books	☐
Further	Hamlin, B et al (2001), Organisational Change and Developments, London, Prentice Hall	☐
Further	Holden A., (2013), Tourism, Poverty and Development, Abingdon: Routledge	☐
Further	Kotter, J. P. (2009), Leading Change, Mass, Harvard Business Essentials	☐
Further	Moore, G A (2004) Darwin & The Demon: Innovation Within Established Enterprises, HBR Jul/Aug 2004, 82 (7/8), p. 86	☐
Further	Mowforth M and Munt I. (2009), Tourism and Sustainability, Abingdon: Routledge	☐
Further	Senior, B & Swailes, S (2010), Organisational Change, Harlow: Prentice Hall	☐

MODULE CODE: **BMMB7012 / BMMB7012D**
TITLE: **Marketing Management**
DATED: **26/04/2018**

LEVEL: **7**
CREDITS: **20**

JACS CODE: **N500**

AIM(S)

- To allow students to critically evaluate the contribution of marketing in any organisation and critically evaluate its marketing activities.

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to:

- critically appraise key marketing activities and the contribution of the marketing department to the whole organisation;

- anticipate and critically evaluate future developments in the field of marketing.

INDICATIVE CONTENT

- The marketing concept: the changing nature of marketing, its key components and applications.
- Scanning the external and internal marketing environments.
- Market Analysis & customer insight - market forces and failure, government intervention and failure in the market, competitive, cooperative and competitive paradigms, consumer behaviour/expectations in a rapidly changing digital environment.
- Market segmentation, target marketing and positioning and their use in creating value-delivering marketing strategies and marketing plans.
- Understand how resources, assets, digital metrics, competences and capabilities support the achievement of delivering innovative strategies.
- The marketing mix concept, its relation to segmentation and designing the marketing strategy.
- Internal organisational marketing; communication of the corporate brand/reputation. Development of brand building techniques for delivering customer value/experience.
- Understanding the strategic implications of the disruptive digital marketing environment
- Internet ethics, new social contracts, global pressures, diversity of cultural mixes, managing difference and sustainable processes.
- Analysis of models of ethics in the context of commercial priorities and market forces.
- Current issues and future developments in marketing to ensure ongoing sustainability of the role of marketing as well as for organisations eg Search Engine Optimisation (SEO), Pay per Click (PPC), viral marketing, affiliate marketing and social media.

LEARNING AND TEACHING STRATEGY

Student-centred learning strategies will be employed to ensure a balance of theory and practice. The campus based version of this module will primarily delivered predominantly in a workshop environment allowing for both a didactic and interactive learning experience. For students on the MBA (online), online learning activities will be utilized to allow for an interactive learning experience for the student.

Concepts, theories and techniques associated with assessing the business environment are provided as learning resources.
Activities will engage learners in the ideas and will allow them to participate in discussion on the application of these ideas to practical situations in their own and others contexts. Further exploration of these topics and their application to real life practical, pathway specific situations with make use of case studies both offline and online. Students will work in groups online and expand discussions in areas that are relevant to the opportunities and ideas that have been developed. Students will also have the opportunity and encouragement to apply the relevant issues to their own context or a given case organisation, and gain individual, formative feedback regarding them from their peer group.

Activities will be interactive and will involve students in practical exercises, case study analysis and discussions. This will facilitate the development of analytical, evaluation, communication, team and leadership skills through self-directed discovery and peer assisted learning. The course will be augmented by further online reviews, articles, readings, and discussions as appropriate.

The study time for the module is divided as follows:

Activity type	**Hours**	**Percentage**
Scheduled learning	40	20%
Independent learning	160	80%
Placement learning		
TOTAL	**200**	**100%**

ASSESSMENT

Assessment Component 1

☐ **Written exam** ☒ **Coursework** ☐ **Practical**

Mode of assessment	**Volume**	**Weighting**
Written report	3,000 words	75%

Assessment Component 2

☐ **Written exam** ☐ **Coursework** ☒ **Practical**

Mode of assessment	**Volume**	**Weighting**
Presentation	Group presentation with individual assessment, 8-10 minutes each student.	25%

Assessment Summary

Activity type	Percentage
Written exam	
Coursework	75%
Practical	25%
TOTAL	**100%**

READING LIST

Module Code	**BMMB7012 / BMMB7012D**	
Module Title	**Marketing Management**	
Classification	**Reading List entry**	**Electronic***
Essential	Fahy, J., and Jobber, D., (2015), Foundations of Marketing, 5th edition, London: McGraw-Hill	☐
Essential	Jobber, D., and Ellis-Chadwick, F., (2016), Principles and Practice of Marketing 7th revised edition, Berkshire: McGraw-Hill	☐
Essential	Kotler P and Chernev, A. (2014), Strategic Marketing Management, 8th edition, Cerebellum Press	☐
Essential	Lynch, R., (2015), Strategic Marketing 7th edition, Harlow: Pearson	☐
Essential	Pride, W.M., and Ferrell, O.C. (2016), Marketing: Concepts and Strategies, 7th ed, Houghton Mifflin	☐
Further	Aaker, D. (2015), Brand personalities are like snowflakes, Marketing News, 49(7), pp. 20-21. Full text available at: EBSCOhost Business Source Complete	☒
Further	Academy of Marketing Studies Journal - Full text available at: EBSCOhost Business Source Complete	☒
Further	Bieling, G., Stock, R.M. and Dorozalla, F. (2015), Coping with demographic change in job markets: how age diversity management contributes to organisational performance, Zeitschrift fűr Personalforschung, 29(1), p.5- 30. Full text available at: EBSCOhost Business Source Complete	☒
Further	Danciu, V. (2013), The future of marketing: an appropriate response to the environment changes. Theoretical and Applied Economics, 20(5), pp. 33-52. Full text available at: EBSCOhost Business Source Complete	☒
Further	Foreman, J. et al (2014), The performance implications of planning, implementation, and evolution of firms' customer and competitor orientations, Journal of Marketing Theory and Practice, 22(4), pp.349-366. Full text available at: EBSCOhost Business Source Complete	☒
Further	Harvard Business Review - Full text available at: EBSCOhost Business Source Complete	☒
Further	Harvard Business Review Digital Articles - Full text available at: EBSCOhost Business Source Complete	☒
Further	Journal of Marketing - Full text available at: EBSCOhost Business Source Complete	☒
Further	Kim, W.C. and Mauborgne, R. (2004), Blue ocean strategy, Harvard Business Review, 82(10), pp. 76-84. Full text available at: EBSCOhost Business Source Complete	☒

Module Code	BMMB7012 / BMMB7012D	
Module Title	**Marketing Management**	
Classification	**Reading List entry**	**Electronic***
Further	Kim, W.C. and Mauborgne, R. (2014), Blue ocean leadership, Harvard Business Review, 92(5), pp. 60-72. Full text available at: EBSCOhost Business Source Complete	☒
Further	Marketing Management Journal - Full text available at: EBSCOhost Business Source Complete	☒
Further	Marketing Week (online) - Full text available at: EBSCOhost Business Source Complete	☒
Further	Shivakumar, R. (2014), How to tell which decisions are strategic, California Management Review, 56(3), pp. 78-97. Full text available at: EBSCOhost Business Source Complete	☒
Further	Sport Marketing Quarterly - Full text available at: EBSCOhost Business Source Complete	☒
Further	Udell, M. (2015), Competitive Edge. Marketing Insights, May/Jun, 27(3), p. 48. Full text available at: EBSCOhost Business Source Complete	☒
Further	Vriens, M. and Brazell, J.D. (2013), Competitive advantage, Marketing Insights, 25(3), pp. 32-38. Full text available at: EBSCOhost Business Source Complete	☒

Module Code	**BMMB7013**
Title	**Strategic Management**
Date	**26/04/2018**
Level	**7**
Credits	**20**
Pre-Requisites	**N/A**

AIM(S)

- To provide a comprehensive understanding of the issues and techniques of the strategic management process for organisations.
- To provide insight into new perspectives and experiences of current strategic thinking which contribute to innovative decision-making at all business levels for sustainable competitive advantage.

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to:

- synthesise the relationship between the external context of an organisation and its internal context and their impact on strategy;
- critically evaluate competitive and development strategies, in the context of contemporary strategic management issues;
- assess the key factors for the shaping and implementation of innovative strategies;
- critically explore the response of management functions to ethical challenges.

INDICATIVE CONTENT

- Strategic management in different contexts; to include small businesses (including start-ups), multinational corporations, manufacturing and services, public sector and not-for-profit.
- Strategic management in practice; taking into consideration the strategic position, strategic choices, implementation of strategy and development processes.
- Strategic analysis; macro and micro environmental analysis; defining strategic groups and sustainable critical success factors.
- Internal environmental analysis from a resource-based perspective; strategic importance of resources, core competencies and an organisation's capabilities; to evaluate how strategic capability contributes to sustainable competitive advantage.
- Organisational purpose and stakeholder expectations; to include the importance of governance stakeholder mapping.
- Critical appraisal of ethical issues, sustainability, corporate social responsibility and their impact on strategic development.
- Theories of business power, the managerial revolution, mechanisms of corporate control, corporate governance, and managerial capitalism v state capitalism etc.

- Codes of Ethics: competing approaches for managing ethical dilemmas.
- Assessment of organisational culture, structure and leadership, using appropriate academic theories and models and their impact on strategic implementation.
- Business level strategy and different methods of achieving sustainable competitive advantage.
- Corporate level strategy to include product diversity, international diversity, corporate parenting roles and portfolio management.
- Strategic evaluation and selection; to include generic strategies and the various strategic development methods available to organisations (internal, acquisition and alliance) and how best to manage change.

Study Time Allocation

The study time for the module is divided as follows:

Activity type	Hours	Percentage
Scheduled learning	40	20%
Independent learning	160	80%
Placement learning	0	0%
TOTAL	**200**	**100%**

ASSESSMENT

Assessment Component 1

☐ **Written exam** ☒ **Coursework** ☐ **Practical**

Mode of assessment	Volume	Weighting
Project Report	5000 words	100%

Assessment Summary

Activity type	Percentage
Written exam	0%
Coursework	100%
Practical	0%
TOTAL	**100%**

READING LIST

Module Code	**BMMB7013**	
Module Title	**Strategic Management**	
Classification	**Reading List entry**	**Electronic***
Essential	Dess, G.G., Eisner, A. and McNamara, G. (2016) *Strategic Management: Texts and Cases*. McGraw-Hill.	☐
Essential	Garner, J., Stead, W.and Stead, E. (2014) *Sustainable Strategic Management*. 2nd edn. London: England: Greenleaf Pub.	☐

Module Code	BMMB7013	
Module Title	**Strategic Management**	
Classification	**Reading List entry**	**Electronic***
Essential	Grant, R.M. (2015) *Contemporary Strategy Analysis: Texts and Cases*. 9th edn.	☐
Essential	Hayes, J. (2014) *The Theory and Practice of Change Management*. 4th edn. Palgrave.	☐
Essential	Johnson, G. et al. (2017) *Exploring Strategy Text and Cases*. 11th edn. Harlow: Pearson.	☒
Essential	Lynch, R. (2015) *Strategic Management*. 7th edn. Pearson: Harlow.	☐
Further	Business Strategy Review - Full text available at: EBSCOhost Business Source Complete	☒
Further	Business Strategy and the Environment - Full text available at: EBSCOhost Business Source Complete.	☒
Further	Global Strategy Journal - Full text available at: EBSCOhost Business Source Complete	☒
Further	Strategy and Leadership - Full text available at: ProQuest ABI/INFORM Collection	☒
Further	Academy of Strategic Management Journal - Full text available at: EBSCOhost Business Source Complete	☒
Further	Strategic Management Journal - Full text available at: EBSCOhost Business Source Complete	☒
Further	Academy of Strategic Management Journal - Full text available at: EBSCOhost Business Source Complete	☒
Further	Boston Consulting Group (online), Available from: https://www.bcg.com/	☒
Further	Business + Strategy (online), Available from: http://www.strategy-business.com/	☒
Further	Business Strategy and the Environment - Full text available at: EBSCOhost Business Source Complete.	☐
Further	Business Strategy Review - Full text available at: EBSCOhost Business Source Complete	☒
Further	Global Strategy Journal - Full text available at: EBSCOhost Business Source Complete	☒
Further	Harvard Business Review - Full text available at: EBSCOhost Business Source Complete	☐
Further	Harvard Business Review Digital Articles - Full text available at: EBSCOhost Business Source Complete	☒
Further	Market Research Society (online), Available from: https://www.mrs.org.uk/	☒
Further	Market Research.com (online), Available from:http://www.marketresearch.com	☒
Further	McKinsey Quarterly - Full text available at: EBSCOhost Business Source Complete	☒
Further	Mintzberg, H., Ahlstrand, B., and Lampel, J. (2009), Strategy Safari: The Complete Guide Through the	☒

Module Code	BMMB7013	
Module Title	**Strategic Management**	
Classification	**Reading List entry**	**Electronic***
	Wilds of Strategic Management, Harlow: FT Prentice Hall	
Further	Strategic Management Journal - Full text available at: EBSCOhost Business Source Complete	☒
Further	Strategy and Leadership - Full text available at: ProQuest ABI/INFORM Collection	☒