Bachelor of Science (Honours) Global Business Management (Human Resources)

Module Descriptions

Level 5

Academic Skills and Employability

This module has twin aims. First, it supports your transition into higher education by developing your specific skills and attributes to both manage your studies and communicate your ideas effectively within the academic community, and give you an insight on how these skills contribute to your professional development.

The second aim is to equip you with the necessary knowledge and transferable skills to maximise your chances of finding a placement or entering a graduate-level role on completion of your Degree programme.

This module will provide you with the skills to manage your studies effectively at Level 5. It develops your skills in effective communication, and independent and critical thinking, and explores how these can be applied to independent research projects. You will consider how to effectively manage yourself and your studies, how to find appropriate information and use them in your academic writing, develop your academic voice across different communication styles, as well as hone your critical and ethical skills in your studies.

The module evolves through group work and independent study, exploring the concept of employability and career development. You will examine the process of recruitment and selection, and be supported in the production of curriculum vitae (CV), cover letters, and the use of psychometric tests to ensure that you make an impactful application to any employer.

Contemporary Issues in Business Management

This module brings together the latest research on contemporary issues in business and management, building upon the foundation developed in earlier modules to critically understand current issues and analyse how they affect strategy development and management. The module fosters critical analysis and encourages a close look at diverse viewpoints on ongoing debates on contemporary business and management research at macro-meso-micro levels. You will consider various contemporary business and management challenges, critically examining how organisations plan to respond to strategic challenges, use technology, innovate, create, operate virtually, collaborate, engage employees, manage knowledge, and learn collectively.

The module aims to assist you in comprehending, analysing, and evaluating various contemporary issues in business and management. By the end of the module, you will have acquired the skills to critically assess current business and management issues, evaluating social, organisational, leadership, and individual responses to these challenges. This involves establishing meaningful connections between theories and contemporary issues in business and management. The activities and assessments are designed to help you understand the implications of these contemporary issues in organisational settings and to develop effective managerial responses. This academic journey will support you in cultivating the confidence and insight necessary to navigate the intricacies of contemporary management. It provides opportunities for critical analysis, debate, critique, and reflection on personal career goals.

Digital Business Models, Marketing and Operation

Throughout this module, you will be introduced to the opportunities and challenges posed by doing business in an increasingly digital domain. This module is designed to give you an understanding of how using online channels impacts different parts of the organisation, and it will focus on 3 core areas of business:

Digital Business Models

You will develop an understanding of the cost structures associated with using digital channels and different business models including omnichannel business strategies.

Digital Marketing

You will consider how consumer behaviour has changed in the digital era and evaluate the ever-increasing range of digital tools available for marketers online. This will include understanding Google search rankings, mobile marketing, and social media.

Supply Chain Management and Information Systems

You will develop an appreciation of the role of supply chains in serving global markets, addressing issues such as the application of various systems to facilitate digital transactions, for example, customer relationship management (CRM), enterprise resource planning (ERP), and issues related to web performance.

You will be encouraged to think about digital business as a cross-disciplinary issue that requires the buy-in and contribution of various business functions to truly succeed.

Human Resource Management Essentials

Designed specifically for non-human resources (HR) specialists, this module will take you on a journey through the modern organisation offering you the opportunity to

understand how human resource management (HRM) contributes to the strategic direction of organisations in varying industries and sectors.

This module is relevant to all those whose careers will involve dealing with and managing people in organisations. Managers are often considered the key link in ensuring the successful implementation of HR processes, and likewise, the support of the HR function is required to ensure that managers operate fairly and consistently within best practice guidelines. Managers are likely to play a key part in several core HR processes in order to ensure that they have the right people in their teams who are able to perform effectively. Thereby an understanding of HR underpins effective management practice. This module provides a practical overview of each of these core areas, providing a broad grounding in HR practices, ranging from recruitment and selection to performance and reward, and learning and development to absence and well-being.

This module will not only provide you with the key theoretical arguments in HRM but will also encourage you to apply this learning to practice and reflect on your own personal skill development in implementing effective HR processes which will be invaluable to you in your future graduate management role.

Management Enquiry

The Management Enquiry module is a student-led individual project that enables you to undertake a significant piece of assessed work commensurate with a capstone module. The module aims to provide you with an opportunity to demonstrate an authentic engagement with managers and/or professionals in your discipline, and to integrate the knowledge you have developed during your programme to explore the theory in practice.

The learning on this module is experiential and problem-based, where the focus is on you discovering, probing, and questioning key practice-based issues. Through the module, you will be offered the opportunity to develop and enhance key transferable employability skills including analysis, communication (written, aural, and verbal), discovery, initiative, negotiation, persuasion and influence, problem-solving, project management, and time management.

Management Research and Analysis

In this research-based module, you will experience a comprehensive coverage of research methods and analysis that will prepare you for both work placement and study abroad opportunities, alongside preparation for your final-year "capstone" research module of either Dissertation, Management Enquiry, or Consultancy Project, for your future employment, enterprise, or entrepreneurial activity.

You will learn how to develop a research question, and linked to this, be able to choose an appropriate method of research, dovetailing both learning experiences to the development of a critical assessment of the academic literature. You will gain a basic understanding of research philosophy, whilst the coverage and importance given to research ethics will play an important part of your learning within the module, and you will appreciate, as part of your learning, how this underpins research of quality and integrity. The role of ethics in research will cover study design, participant selection, data collection, data handling, and storage and presentation of research findings.

You will learn how to apply quantitative and qualitative methods. In the quantitative applications, you will learn about hypothesis testing, presenting and summarising data, questionnaire design, sampling, and statistical inference. You will have the opportunity to use a range of appropriate software tools, including Excel and Statistical Package for the Social Sciences (SPSS). In the qualitative part of the module, techniques covered will include interviews and focus groups to collect data, supported by analysis methods including content analysis and thematic analysis. You will learn how to execute a critical and effective analysis of your research data for both approaches, as well as appreciate the importance of piloting.

Project Management

In this module, you will learn about the role of a project and project manager in organisations, and the concepts and techniques required to manage the core aspects of a project.

The main topics covered include the core knowledge areas outlined in "A Guide to the Project Management Body of Knowledge (PMBOK® Guide)" published by the Project Management Institute (PMI) as well as essential fundamental theories, knowledge, and techniques required to manage a project in contemporary business settings.

These topics include:

- Defining project characteristics, lifecycle, and activities
- Distinguishing agile, extreme, and traditional project management approaches
- Managing core project aspects, such as cost, stakeholder relationships, scope, schedule, and risk
- Realising the role of the project and project manager in various organisational structures and cultures
- Understanding how projects drive change and achieve strategic goals in organisations

Drawing on contemporary project management research and business case studies, this module will develop your confidence, knowledge, and skills in managing projects. Your

learning will take place through lectures and practical information technology (IT) workshops.

Your learning will expose you to a wide range of project management examples (successful and unsuccessful) and project management approaches (classic and contemporary) to broaden your understanding of project management in a dynamic business setting. You will be given opportunities to work as a team and develop essential project management documents for a chosen project.

On completing this module, you will be able to utilise appropriate project management techniques and technical skills to manage different projects effectively and efficiently. You will be able to critically challenge the assumptions and existing practices in project management.

Resourcing and Development for Diversity

This module considers how human resources (HR) practices can be utilised to ensure a diverse and inclusive workforce. This goes beyond the "business case" approach to recognise other perspectives, that increasing workforce diversity does not only ensure equitable access to services and employment but also enables profitability through access to diverse markets.

You will examine this premise within the wider context of demographic, economic, and social changes, alongside global, local, and national concerns. Your learning will focus on resourcing and development activities, specifically, how organisations can promote diversity through recruitment and retention, ensure inclusion in organisational life and provide accessible career paths with the aim of increasing representation at senior levels.

The effectiveness of practices to support this endeavour, such as mentoring, monitoring workforce demographics, network and support groups, and zero tolerance of discrimination and harassment, will be examined. You will explore the role of development in ensuring that organisational commitments to diversity and inclusion are reflected in practice. In doing so, you will analyse specific organisational cases, focusing on those characteristics protected by law, as well as developing an understanding of other visible and non-visible differences, such as accent, background, and culture.

Your understanding will be underpinned by a consideration of the historic development of norms and stereotypes, how these impact practices and how they can be challenged. You will also reflect on the ethical framework required to support diversity and inclusion, including values of openness, listening to diverse perspectives, and inclusive participation in decision-making. This learning will be invaluable to your future employment or enterprise/entrepreneurial activity.

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Responsible Strategy

In this module, you will learn about the context of responsible strategic thinking, and how to identify and explore sustainable business opportunities as a source of competitive advantage. You will gain an appreciation of the overarching principles of setting up and executing a responsible and sustainable organisational strategy.

Within the setting of these strategic objectives, you will understand how the associated responsible decision-making will impact both internal and external stakeholders. Your learning will span across private and public sector organisations, Multinational Enterprise Groups (MNEs), and Small and Medium-sized Enterprises (SMEs), and how different organisations and industries interact with responsible and sustainable business opportunities and challenges.

Strategic Frameworks and Cultural Contexts in International Management

This module aims to provide you with an understanding of and an introduction to the application of key strategic decision-making aspects and their interface with cultural contexts. The introduction to global forces shaping international business and the macro business environments is taken forward to engage strategic frameworks that businesses may deploy to inform international business.

The topics covered in this module will include:

- Key cultural paradigms in relation to international business
- Cultural differences in adopting the Cultural, Administrative, Geographic and Economic (CAGE) framework and its application
- Ethics and responsible business in the context of growth, localised contexts of international markets and managing the value chain in international business
- Introduction to international business (IB) strategy frameworks such as Porter's national diamond, CAGE framework (extending the analytical perspective provided by the Big-C approach, triple A framework, and the Bartlett and Ghoshal continuums of choices. Porter's five forces and generic strategies are also put in context)
- Communication across cultures
- Identify and evaluate the issues relating to the management of internationally mobile employees
- International business protocol
- International market entry and growth

Transforming Self and Organisations

Successive global and national crises, and organisational failures have demonstrated that conventional approaches to understanding and managing organisations and their people are less than effective.

This module will support you in developing alternative approaches to analysing organisations, people, and work practices.

Drawing upon tools from, for example, aesthetics, culture, identity, and power, you will develop your capabilities for questioning the neoliberal status-quo and the politics of managerialist and performance-driven agendas. You will examine the practices of large corporations through to SME, Not-for-profit Organisations (NFPs), and social enterprises, interrogating, challenging, and questioning what is typically taken for granted, seen as usual and appropriate, to recognise the inherent power and control that exists, to propose far-reaching change within organisations and society that prioritises diversity, equality, fairness, justice, and sustainability.

Your learning will place you in good stead to bring about future transformation within organisations. In adopting these alternative critical perspectives on organisations, you challenge your own assumptions, beliefs, and values by transforming yourself. This learning will be invaluable to your future employment or enterprise/entrepreneurial activity.

Level 6

Career Development and Research Informed Learning

This module has twin aims. First, it supports your transition into higher education by developing your academic skills in the context of your business, management, and finance studies. The second aim is to equip you with the necessary knowledge and transferable skills to maximise your future employability and career development.

As a student on Level 6, you may have limited experience of higher education, hence this module begins by supporting you as a final-year undergraduate student to understand, enhance, and demonstrate advanced academic skills.

The first part of the module will therefore help you strengthen and enhance your academic writing skills, progress your critical thinking ability, and enable you to understand research and how to use academic journal articles. The second part of the module will focus on your employability and leadership attributes, exploring key aspects of your abilities, knowledge, personality, skills, and values to enable you to make well-informed career choices.

The topics covered on this module will include:

- Cultivating academic writing skills
- Designing career personal development plan
- Developing a literature review
- Enhancing critical thinking and writing skills
- Evaluating the global graduate labour market
- Understanding employability and leadership attributes
- Understanding learning styles
- Understanding research and the effective use of journal articles
- Working in teams

This module aims to develop and empower you as a student to become a critical and reflective thinker with respect to both your academic development and your future career planning.

Contemporary Business Enquiry

This module aims to provide you with the opportunity to engage in depth with contemporary research. You will learn about critical thinking and reflection, and doing so, you will develop the necessary critical skills to perform both effectively as a learner in higher education.

You will develop an enquiring mind and undertake a critical review of existing literature on a contemporary issue within business and management disciplines, applying appropriate methods to the collection and analysis of extant research, including reviewing literature and critical evaluation of business practice and academic theory.

Ethics in Business

After undertaking this module, you will be able to identify the normative presuppositions involved in ethical dialogue and use this in your analysis of ethical issues. This will enable you to better understand conflicts over issues such as executive pay, privacy, positive discrimination, prompt payment, workplace rights, and many others.

When developing organisation policy, negotiating agreements, representing the organisation in the media, and otherwise undertaking work with an ethical dimension, this will enable you to anticipate and plan for objections, to identify weaknesses and contradictions in your interlocutors' arguments and your own, and thereby enable you to better manage ethical conflict at work.

Through this process, you will also improve your internal ethical dialogue. Clarifying your own normative presuppositions, values, and virtues, and better understanding their implications and exclusions will enable you to reflect on the coherence of your own moral agency.

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