



## UNDERGRADUATE EXCHANGE (Non-Graduating) FACTSHEET AY 2024-25

### UNIVERSITY OF STRATHCLYDE

Founded in 1796 as Anderson's Institution, today the University of Strathclyde is a leading international technological university based in the centre of Glasgow. Inspired by our founding principle as 'the place of useful learning', Strathclyde is a socially progressive institution committed to bringing people of all backgrounds together to make an impact on our students, our city and our global community.

Strathclyde is a multi-award-winning, 5-Star QS rated university. Our awards include *Scottish University of the Year* and *Entrepreneurial University of the Year*, and we are proud to be the only institution to have won the prized Times Higher Education *University of the Year* twice (in 2012 and 2019). We have also been awarded the *Queen's Anniversary Prize* four times in recognition of world-class excellence and achievement in academic institutions in the UK.

### STRATHCLYDE BUSINESS SCHOOL

Strathclyde Business School is one of four Faculties at the University of Strathclyde. Founded in 1948, SBS is an enterprising, pioneering institution of global standing; it is a triple-accredited business school, holding accreditation from the international bodies AACSB, EQUIS and AMBA and is proud to be among only 1% of business schools in the world to have achieved this recognition. SBS is the largest business school in Scotland and was the first to hold triple accreditation in Scotland, and we are also delighted to have been a recipient of the THE *Business School of the Year*.

We are located in the heart of Glasgow, one of the UK's largest and most vibrant cities. Voted the "friendliest city in the world" by *Timeout* and *Rough Guide*, Glasgow has a reputation as a must-visit destination and one of the world's top cities. We welcome students from over 100 exchange and study abroad partners around the world every year, and with something for everyone within easy reach of the city centre campus, it makes SBS a dynamic and cosmopolitan place to study.

### GENERAL INFORMATION

**Name of Institution:** University of Strathclyde (Strathclyde Business School)  
**Address:** Strathclyde Business School, 199 Cathedral Street, Glasgow G4 0QU, United Kingdom  
**Website:** [www.strath.ac.uk](http://www.strath.ac.uk) and [www.strath.ac.uk/business](http://www.strath.ac.uk/business)  
**Erasmus KA1 Code:** UK GLASGOW02

### SBS EXCHANGE TEAM

Strathclyde Business School has its own dedicated exchange team – SBS Exchange:

**Helen Templar** Head of International Partnerships  
**Lorna Bennet** Senior Adviser – incoming exchange, outgoing BA Business exchange, summer programmes  
**Kirsty Fontanella** Senior Adviser – outgoing IB and IBML exchange programmes  
**Christine Dodd** Faculty Administrator (International Programmes)

**Office Location:** Faculty and Undergraduate Office – Level 3, Sir William Duncan Building

**Telephone:** +44 141 548 3153/3526

**Email:** [sbs-exchange@strath.ac.uk](mailto:sbs-exchange@strath.ac.uk)

## KEY DATES *(dates are provisional as at 6 March 2024 and may be subject to change)*

	Semester 1 (Fall)	Semester 2 (Spring)
Semester dates (inc revision and exams)	16 September – 20 December 2024	13 January – 23 May 2025
Exchange Orientation & Induction Week	16 – 22 September 2024	13 – 19 January 2025
Exchange Welcome Meetings	17 September 2024 (tbc)	14 January 2025 (tbc)
Teaching Period (11 weeks)	23 September – 8 December 2024	20 January – 6 April 2025
Christmas/Spring Vacation	23 December 2024 – 10 January 2025	7 – 17 April 2025
Exam Period	9 – 20 December 2024	22 April – 23 May 2025
Resit Exam Period	July – August 2025	July – August 2025
Final day of Semester	20 December 2024	23 May 2025

We would recommend that students arrive at the start of Orientation week in order to attend essential information sessions and welcome events and allow sufficient time to finalise their curriculum before teaching starts the following week.

Early/alternative assessment is **not** offered at SBS, exchange students are expected to remain at the University until the end of their examinations. We advise students not to book their flight home until they know the date of their final exam.

## APPLICATION PROCEDURE

**Nomination** Nominations and applications are made online via the University's central application portal, Mobility Online. Partners should nominate their students online using the login instructions provided by the University's Recruitment & International Office. Assistance with Mobility Online, including login details, can be obtained by emailing [incoming.exchanges@strath.ac.uk](mailto:incoming.exchanges@strath.ac.uk).

**Language Proficiency** Non-native English speakers attending University of Strathclyde for **less than 6 months** will not normally require to provide evidence of English language proficiency unless they require a Student Visa. Partner universities are relied upon to select students with a good level of English equivalent to B2 and above (CEFR) or IELTS 6.0 or 6.5 (with no individual test score below 5.5), and should confirm this when nominating each student.

Students planning to attend for **more than 6 months** must provide evidence of English language proficiency as part of the application process to obtain a UK visa. Our current standard requirements are IELTS 6.0 or 6.5 overall (no individual band less than 5.5). IELTS certificates must be valid at the time of the visa application. Further information including details of accepted tests can be found at [Study With Us | English Language Requirements](#)

**Application** Students should first be nominated online by the exchange coordinator at their home institution. Once a nomination is approved, the student will receive an automated email directing them to the application process. Applicants will have two weeks to complete their Exchange Application from the date their nomination is approved.

For full details of the application process, timeline and FAQ, visit [Coming to Strathclyde | Studying with us at Strathclyde](#).

### Deadlines

	Nominations Open	Nominations Close	Applications Close
Semester 1 (Fall)	1 March	1 May	15 May
Semester 2 (Spring)	1 September	1 October	15 October

### Curriculum Guidance

#### Workload

A regular full-time workload at Strathclyde University is 60 credits (30 ECTS) per semester, in the Business School this typically equates to 3 classes per semester. Students attending for a full academic year normally register for 120 credits (60 ECTS). Most exchange students take a full workload, but the recommended minimum workload is 40 credits (20 ECTS).

*Note: the SBS Exchange Team can provide advice on workload and the content of classes taught in the Business School, but it is the student's responsibility to ensure they are taking the appropriate number of credits to meet the requirements of their home institution.*

#### Classes available to exchange students

Classes at Levels 1, 2 and 3 are open to exchange students. Level 1 classes are generally at an introductory level. Level 2 classes are likely to require some previous background in the subject.

Level 3 classes typically will require intermediate knowledge of the subject. Students and partners are encouraged to check course descriptions for details of prerequisite knowledge.

**Level 4** classes at SBS are final year (Honours) classes and are not generally open to exchange students unless substantial background in the subject can be demonstrated and all prerequisites for the class can be met. Academic approval at departmental level is required. Note, most Level 4 classes which are taught in Semester 1 (fall) are not examined until the end of Semester 2 (Spring). Resits are not offered at Level 4.

Enrolment in **Accounting** classes at all levels will require approval by the Department of Accounting & Finance.

#### Class Selection

Students registered in the Business faculty must take a minimum of 60% of their credits within this faculty. It may be possible for students to take one class (up to 20 credits) in another faculty, subject to approval by the relevant academic department. Students registered in other faculties may take one class (up to 20 credits) in the Business School, subject to academic approval.

Classes offered in the Business School are subject to change, details of our current offering can be found in the SBS Class Catalogue at [Strathclyde Business School | Selecting Your Curriculum](#). Information about classes offered in other Faculties can be found at [Coming to Strathclyde | Academic Information](#).

Students should list their classes in order of preference (no more than 6 per semester) as part of their online application and these will be assessed to ensure students meet the relevant prerequisites. Students will receive provisional approval for the classes listed in their application, however curriculum amendment may be necessary on arrival to take account of timetable clashes, changes in scheduling or high demand for popular subjects. Students should be flexible and are encouraged to identify some reserve classes which can be substituted as necessary. Students can request curriculum changes during the first two weeks of teaching.

#### **Acceptance**

Students will receive an email via Mobility Online once classes have been approved and they should accept this as confirmation that their exchange has obtained final approval. Students attending for **one semester** will receive an official acceptance email from the University's central Admissions Office which can be used for immigration purposes as required. Students attending for **two semesters** will receive an offer of study which they will need to accept to secure their place. The offer will list any outstanding actions which may still be required in order to receive a CAS (Confirmation of Acceptance for Studies). See Visa Requirements for further information about obtaining a CAS.

#### **Academic Transcripts**

On completion of studies and validation of results by the Board of Examiners, **students** will be able to download their transcript directly from Mobility Online. Students attending for Semester 1 will normally be able to download a transcript by the end of February. Students attending for Semester 2 or for the Full Year will normally be able to download a transcript by the end of July. Interim transcripts are not usually provided for full year exchange students.

**Partners** will be able to view and download a PDF copy of their student's transcript directly from Mobility Online (*via My Mobility Online/My Applications*).

Note, students must ensure that all outstanding charges are cleared before leaving the University otherwise their academic transcript may be withheld until their account is cleared.

#### **UG Grading Scale**

<u>Mark</u>	<u>General Comment</u>	<u>Equivalent Grade</u>
70+	Excellent or Outstanding	A
60-69	Comprehensively Good	B
50-59	Generally Good	C
45-49	Satisfactory	D
40-44	Satisfactory	E
<40	Weak - Fail	FX/F

## ADDITIONAL INFORMATION

**Visa Requirements** The UK Student Visa is applicable to all students planning to attend University of Strathclyde for **more than 6 months**, including nationals from the EU, Switzerland, Norway, Iceland and Liechtenstein. Further information is available at [Visas & immigration | University of Strathclyde](#).

Students will require to obtain a CAS from University of Strathclyde before they can arrange their Student Visa, and they will need to submit the following supporting documents:

- Evidence of acceptable English Language Proficiency (see *Language Proficiency* section above)
- Official academic transcript (original and 2<sup>nd</sup> version translated into English)
- Confirmation that no previous UK study has taken place on a Student Visa
- Valid passport

Students planning to come to the UK for **less than 6 months** may not require a visa and should use the **Check if I Need a Visa** tool at [Check if you need a UK visa - GOV.UK \(www.gov.uk\)](#)

**Student Housing** University of Strathclyde has limited campus housing. Exchange students can apply for campus accommodation during the online application process but due to extreme pressure on our housing stock, a place cannot be guaranteed. Full instruction on how to apply will be provided by the University's central exchange team as part of the Mobility Online application, normally after students receive their Acceptance letter.

If you intend applying for campus accommodation, be aware that you may not find out if your application is successful until as late as mid-August (for applicants commencing studies in January) or mid-December (for applicants commencing studies in January), and we would therefore strongly recommend that students research alternative private accommodation options in Glasgow as soon as possible. You can find advice about searching for private housing and download a [House Hunting Starter Guide](#) on our Students Union website (Strath Union), and students can also make an appointment with one of our advisers in the Advice Hub. Advice is also offered on our [Accommodation Services](#) website.

**Preparing to come to Strathclyde** For more information on coming to the University of Strathclyde and the city of Glasgow, details of our Welcome arrangements, cost of living, health matters and pre-arrival advice please visit [International Students | Before you arrive](#) and [International Students | While you're here](#). This information will be updated on an ongoing basis prior to your arrival.

For further advice, please visit [International Student Support Team | University of Strathclyde](#).

**Disability and Wellbeing** The University's Disability & Wellbeing Service offers support to students with a range of disabilities. This can include specific learning difficulties, sensory and physical impairments, mental health difficulties and other medical conditions. We would encourage students to let us know about any special needs as soon as possible so that support can be arranged for your exchange semester. Information for students about the support available can be found at [Disability & Wellbeing Service | How we Support Students](#).

**Only 1% of the world's business schools are triple accredited: Strathclyde is one of them**

<https://www.strath.ac.uk/business/accreditations/>



# Strathclyde Business School

## Undergraduate Class List AY 2024/25

*Information is correct at the time of publishing but may be subject to change  
April 2024*

### Note

- *A full workload at Strathclyde is 60 credits (30 ECTS) per semester.*
- *The minimum workload expected of exchange students is 40 credits (20 ECTS) per semester.*
- *Full Year classes run for the full academic year and are only open to students attending for two semesters.*
- *Semester 1 classes run from September to December (including exams).*
- *Semester 2 classes run from January to May (including exams).*

The place of useful learning



University of  
**Strathclyde**  
Glasgow



Royal Charter  
since 1964  
Useful Learning  
since 1796



## FULL YEAR CLASSES

The following classes run for two semesters and are only open to students on exchange for the full academic year.

Code	Title	Subject Area	Level	Credits
AG218	Intermediate Financial Reporting	Accounting	2	20 (10 ECTs)
AG219	Cost and Management Accounting	Accounting	2	20 (10 ECTs)
AG314	Taxation	Accounting	3	20 (10 ECTs)
BF111	Academic Skills	All disciplines	1	10 (5 ECTs)

### Full Year Class Descriptions

#### **AG218 Intermediate Financial Reporting** **Level 2 – 20 credits (10 ECTs)**

This class is concerned with the regulation of financial reporting. It includes the preparation of the financial statements of limited companies in line with the requirements of the Companies Act 2006 and the application of the accounting standards set by the accountancy profession.

The class is intended to develop students' understanding of the framework for financial reporting framework and its interaction with the associated legislation. Furthermore, the class will introduce some of the problems and challenges associated with financial reporting and the impact they have had in the business world. With many of the issues having no single "right" answer it is important to appreciate that this class will involve not just learning material but also understanding issues. In the examination, therefore, marks will often be awarded for your opinions (and the arguments which you put forward to support them). Students will also learn further about accounting software packages.

**Prerequisites:** AG111 Accounting Technologies or equivalent

#### **AG219 Cost and Management Accounting** **Level 2 – 20 credits (10 ECTs)**

This class is designed to provide the students with a deeper understanding of the concepts and practice of cost and management accounting. It builds on the material introduced in the first year class, Accounting Technologies. The aim of this class is to provide students with the tools to enable them to use accounting information to assist management in decision-making and with the planning and controlling of an organisation's activities.

**Prerequisites:** AG111 Accounting Technologies or equivalent

#### **AG314 Taxation** **Level 3 – 20 credits (10 ECTs)**

The main areas of taxation covered will be Income Tax, Corporation Tax and Capital Gains tax - in that order. In addition, there is a study of the principles of VAT and NIC (National Insurance Contributions).

**Prerequisites:** AG218 Intermediate Financial Reporting, or equivalent

#### **BF111 Academic Skills** **Level 1 – 10 credits (5 ECTs)**

The module has a very broad syllabus with an aim of ensuring all students have the basic skills in place to succeed at university. Content includes essay and report writing; academic reading; assessment and feedback; library skills; communication skills; research and data analysis skills; digital marketing and basic programming skills.

## SEMESTER 1 CLASSES

The following classes run for one semester from September to December (including examination and assessment).

Note: Some Level 1 cross-disciplinary classes are offered in both semester 1 and semester 2 under different class codes. The content is the same in each semester and you will not be permitted to take the same class in both semesters.

Code	Title	Subject Area	Level	Credits
AG215	Business Finance	Finance	2	20 (10 ECTS)
AG309	Governance and Accounting Ethics	Accounting	3	10 (5 ECTS)
AG311	Advanced Financial Reporting	Accounting	3	10 (5 ECTS)
AG312	Advanced Corporate Finance and Financial Markets	Finance	3	20 (10 ECTS)
BF112	Introduction to Tourism Studies and Managing People	Cross-disciplinary: Hospitality & Tourism Management / Human Resource Management	1	20 (10 ECTS)
BF114	Introduction to Economics and Business Analysis	Cross-disciplinary: Economics / Business Analysis & Technology	1	20 (10 ECTS)
BF121	Introduction to International Business	International Business	1	10 (5 ECTS)
BF123	Introduction to Finance and Financial Analysis	Cross-disciplinary: Accounting / Finance	1	20 (10 ECTS)
BF127	Introduction to Marketing and Entrepreneurship	Cross-disciplinary: Marketing / Entrepreneurship	1	20 (10 ECTS)
EC215	Intermediate Microeconomics	Economics	2	20 (10 ECTS)
EC315	Topics in Microeconomics with Cross Section Econometrics	Economics	3	20 (10 ECTS)
MK209	Understanding Consumers & Markets	Marketing	2	20 (10 ECTS)
MK329	Marketing Communications in the Digital Age	Marketing	3	20 (10 ECTS)
MS210	Analysing and Improving Operations	Business Analysis & Technology	2	20 (10 ECTS)
MS361	Understanding and Optimizing Business Systems	Business Analysis & Technology	3	20 (10 ECTS)
SF106	Multidisciplinary Perspectives of Sustainable Development	Cross-disciplinary	1	20 (10 ECTS)
WE201	Work, Employment and Society	Human Resource Management	2	20 (10 ECTS)
WE212	Sustainable Practice in Hospitality and Tourism	Hospitality & Tourism Management	2	20 (10 ECTS)
WE213	International Business Environment and Strategy	International Business	2	20 (10 ECTS)
WE303	Employment Relations	Human Resource Management	3	20 (10 ECTS)
WE316	International Hospitality and Tourism in the Digital Age	Hospitality & Tourism Management	3	20 (10 ECTS)
Z1217	Creativity and Innovation Management	Business Enterprise	2	20 (10 ECTS)
Z1314	Entrepreneurial Capital	Business Enterprise	3	20 (10 ECTS)

## Semester 1 Class Descriptions (alphabetically by Class Code)

### **AG215 Business Finance**

**Level 2 – 20 credits (10 ECTs)**

The aim of the class is to provide an understanding of financial management within a business enterprise. The class builds on introductory investment appraisal rules from first year to consider the appropriate cash flows to be evaluated when undertaking an investment project and building up to how to value a business enterprise, and how companies determine their cost of capital for such projects.

The class will also consider financing issues related to the forecasting and management of cash flows over time to ensure sufficient liquidity. Finally, the course will also provide a framework to allow students to understand a company's financial policy decisions relating to payout policy, leasing, raising equity capital in efficient markets, and capital structure.

*Prerequisites: BF123/BF124 Introduction to Finance and Financial Analysis or AG105 Introduction to Finance and Financial Statistics, or equivalent*

### **AG309 Governance and Accounting Ethics**

**Level 3 – 10 credits (5 ECTs)**

Governance issues have been debated at great length for many years, but have reached particular prominence in the aftermath of many of the major business scandals that have arisen. The importance of the UK Code on Corporate Governance within the UK Corporate Framework makes it desirable to present the accounting aspects of governance and the study of ethics in an accounting setting as a separate class. This third year, one semester, 10 credit class is intended to provide an overview of the role of accounting within business and society more generally.

The main aim of this class is to locate the accounting profession within its wider social and business contexts. Accountants prepare and audit financial statements that have implications for all stakeholders. That creates an ethical dimension to the financial reporting process. Furthermore, there is a clear role for financial reporting in the maintenance of relationships between the reporting entity and the capital markets. This class will explore the resulting responsibilities arising for accountants in these roles.

*Prerequisites: AG218 Intermediate Financial Reporting, or equivalent*

### **AG311 Advanced Financial Reporting**

**Level 3 – 10 credits (5 ECTs)**

This is an advanced level class in financial accounting. It discusses complex issues at both a practical and a theoretical level. The class aims to develop an appreciation of both the difficulties faced by preparers, auditors and standard setters in ensuring that a set of accounts gives a true and fair view and to develop an awareness of the extent to which academic research can guide and illuminate this process. The class achieves this aim through the systematic analysis of financial accounting regulations and practice, in a context of institutional and cultural factors, and through exploring research into aspects of financial accounting. This class is intended to provide an overview of the role of accounting within business and society more generally, building on the material introduced in AG218 Intermediate Financial Accounting.

*Prerequisites: AG218 Intermediate Financial Reporting, or equivalent*

### **AG312 Advanced Corporate Finance and Financial Markets**

**Level 3 – 20 credits (10 ECTs)**

The aim of the class is to provide an understanding of the financial markets and corporate financial theories at advanced level. The class will cover financial markets, institutions and instruments, process of financing of a corporate entity and some specialist topics (such as warrants & convertibles, real options, mergers and acquisitions, and international project appraisal) that are relevant for corporate decision making.

*Prerequisites: BF123/BF124 Introduction to Finance and Financial Analysis or AG105 Introduction to Finance and Financial Statistics, and AG215 Business Finance or equivalent*



**BF112 Introduction to Tourism Studies and Managing People** **Level 1 – 20 credits (10 ECTS)**

Students will develop an understanding of key concepts, critical debates and trends in hospitality and tourism management in an international context, and the key practices and processes involved in human resource management. This module highlights the synergies between both subjects; case studies discussed in Managing People are linked to hospitality and tourism, and discussion in Tourism Studies will include a focus on employment in the service sector.

- **Tourism Studies:** tourism supply and demand; sustainability and sustainable development; controversies in HTM; tourism trends and niches; digital revolution in HTM; future trends.
- **Managing People:** the context of HRM and employment; job quality and the labour market; attracting, developing and maintaining a quality workforce; leadership and managing people; critical and contemporary themes on work and employment; responsible and sustainable HRM.

**BF114 Introduction to Economics and Business Analysis** **Level 1 – 20 credits (10 ECTS)**

The purpose of the **Economics** part of the module is to provide the student with a balanced introduction to economics which will be at once self-contained and lay the foundation for further work. The work of the module will be based on a programme of systematic directed reading, supplemented by experiments and exercises undertaken in tutorials. This Module uses the innovative COREecon resources, which provides a complete introduction to economics and the economy. COREecon teaches about the economy and economics by starting from a question or a problem about the economy—why the advent of capitalism is associated with a sharp increase in average living standards, for example—and then teach the tools of economics that contribute to an answer. This innovative approach ensures that students understand how the tools of economics can help us understand the modern economy.

**Business Analysis & Technology** is the study of how analytical thinking, scientific method and associated tools can be used to help decision making. This part of the class will provide an overview of where methods and tools are widely used across a large range of industries including the manufacturing, retail, healthcare, financial services, travel, and electronics industries, as well as in local and national government. The application of Business Analysis & Technology methods can help with issues such as the management of new building projects, the design of efficient transport systems and plant layouts, personnel scheduling, allocation of resources and financial modelling and forecasting, It can help to reduce costs, increase revenues, improve customer service, increase efficiency and can even save lives.

**BF121 Introduction to International Business** **Level 1 – 10 credits (5 ECTS)**

The International Business part of the module will give the student a basic understanding of the environmental context in which an organisation exists with particular emphasis on the international arena. It will familiarise the student with basic theories associated with management on a global stage, the international business context, and the strategy and interrelationships of international organisations. It is designed around four main areas:

1. A general introduction to international business and the manager's role within it
2. The theoretical underpinnings associated with management in a globalised business context
3. The strategy and interrelationships of international organisations
4. The trends towards greater international connectedness and concerns for corporate social responsibility

These areas are subdivided into topics that will familiarise the student with the basic concepts associated with international business that can be built upon at higher level of the International Business programme study.

**BF123 Introduction to Finance and Financial Analysis** **Level 1 – 20 credits (10 ECTS)**

The class provides an introduction to finance and accounting, covering the basic concepts and practicalities of corporate finance, the principles of valuation, financial management and business investment, the role and purpose of company accounts and their usefulness, security analysis, risk and returns from investments, and personal finance. At all times the class content will be linked with financial behaviour and events in the real world.

**BF127 Introduction to Marketing and Entrepreneurship** **Level 1 – 20 credits (10 ECTS)**

The aim of this class is to provide students with a solid foundation and understanding of the theories and principles underlying marketing and entrepreneurship. A combination of marketing and entrepreneurship will be taught throughout the semester to enhance understanding of the way the two disciplines address issues related to both the macro- and micro-environment contexts of markets and entrepreneurship. In this class, you will be exposed to concepts and ideas from economics, sociology, psychology, geography and other social sciences, all in the context of the competitive business environment.

- **Marketing** is a complex process involving many different skills and activities, but it is based upon four simple principles: identifying a real consumer need; developing a product or service which will meet that need; the persuasion of potential customers to try that product or service; and the constant improvement and updating of the product or service to meet changing consumer or market conditions. Marketing is a key part of any successful business, and a good theoretical and practical knowledge of the subject will be of immense benefit to an aspiring manager or entrepreneur. In this class, you will be exposed to concepts and ideas from economics, sociology, psychology, geography and other social sciences, all in the context of the competitive business environment.
- **Entrepreneurship** primarily addresses the identification of value-creating opportunities and the exploitation of those opportunities through the creation, design, development, and growth of new organisations. While entrepreneurship is often intrinsically linked to new business startup, it can also take a wide range of forms (for example, social enterprise, family business, corporate entrepreneurship/ entrepreneurship, environmental/green entrepreneurship). In this class, you will explore and critically analyse the highly varied roles that entrepreneurial activities play in society.

**EC215 Intermediate Microeconomics** **Level 2 – 20 credits (10 ECTS)**

This is the core microeconomics class in second year. It aims to develop students' understanding of the concepts of consumer choice; the motives of the firm and profit maximisation; the market and its role in achieving equilibrium prices and quantities; and the implications of market power. It will introduce students to mathematical techniques commonplace in economics, giving them the ability to apply these in a wider economic context.

*Prerequisites: BF114/BF115 Introduction to Economics and Business Analysis or equivalent*

**EC315 Topics in Microeconomics with Cross Section Econometrics** **Level 3 – 20 credits (10 ECTS)**

This class builds on the conceptual framework of EC215 Intermediate Microeconomics by introducing students to market imperfections through the lens of game theory. Game theory is an analytical toolbox that allows us to understand decision making in strategic environments and the class will provide students with a foundation in game theoretic reasoning. Thereafter, this class will study how market imperfections create a role for Government in markets. In doing so, we will investigate topics including taxation, education, and crime and punishment. This class will also look to explore some of these ideas empirically using cross section data. These empirical methods will open up a new route for students to understand the key taught economic ideas in a real world context.

*Prerequisites: EC215 Intermediate Microeconomics or equivalent*

**MK209 Understanding Consumers and Markets** **Level 2 – 20 credits (10 ECTS)**

Many of the fundamental concepts of marketing are based on an ability to understand consumers and the marketing concept can be implemented more effectively when adequate information about the market and potential consumer behaviour is available. Marketing Research and customer information provide a critical input to the planning and development of a company's marketing strategy in relation to marketing communications, strategic marketing and branding.

In this class, we firstly explore a variety of different theories of consumption relating to consumers in the marketplace, consumers as individuals, consumers as decision-makers and consumers as social beings. We will go beyond looking at the act of buying to consider the entire consumption cycle including pre-consumption and post-consumption attitudes and behaviour. Given that consumption has an increasingly important role in our daily lives, students will be encouraged to draw on their own experiences to aid understanding of the theoretical content of the class. Secondly, this demonstrates how understanding of the consumer can be developed by providing an

overview of the decisions and stages of the Marketing Research Process. It aims to provide students with a clear appreciation of the importance of marketing research, the research process and the approaches/techniques used. Research is looked at within the context of customer information now being available from a wide range of sources including databases, loyalty cards and the internet.

**Prerequisites:** MK111 Introduction to Marketing or equivalent

**MK329 Marketing Communications in the Digital Age** **Level 3 – 20 credits (10 ECTS)**

The class aims to build knowledge and understanding of how digital advancements shape marketing strategies. It intends to introduce and develop digital and social media marketing specific skills and knowledge as well as foster a detailed understanding of integrated marketing communications. Emphasising the pivotal role of measurement, the curriculum underscores the significance of evaluating the efficacy of digital marketing endeavours. Learners are equipped with the tools to navigate the intricacies of digital marketing landscapes and leverage them effectively within broader marketing strategies.

**Prerequisites:** MK111 Introduction to Marketing or equivalent

**MS210 Analysing and Improving Operations** **Level 2 – 20 credits – 10 ECTS**

The class aims to provide basic understanding of the principles of Operations Management in both manufacturing and service industries with special focus on learning simulation package, Simul8. Management decisions and factors influencing these decisions in a variety of areas of Operations Management are discussed. These include Operations Strategy, Product and Process Design, Quality Management, Control and Improvement. Simul8 will be used to teach modelling of different business operations specifically within the context of service operations.. Decision analysis techniques are developed and are applied to some of the operations management subjects to illustrate how managers can be supported with analytical tools to reach justifiable decisions about their operations. Special attention will be given to modelling with simulation as a strong and relevant management science tool in the context of operations management.

**MS361 Understanding and Optimising Business Systems** **Level 3 – 20 credits (10 ECTS)**

Overall, this class will equip students with the qualitative and quantitative analytic skills and techniques in order to make action recommendations for performance improvements in complex business systems, and includes experience of working with business problems of real-world scale and complexity. In general, students will learn about the advantages and at times necessity of adopting a mixed methods approach. This builds on the differing knowledge and skills developed earlier in the BAT programme and prepares students for the experiential learning of MS420, the core honours year class.

Students will also develop a deeper understanding of and expertise in the application of problem structuring and evaluation techniques. In terms of problem structuring approaches, attention will focus on cognitive / causal mapping that is Strategic Options Development and Analysis (SODA). In the realm of MCDA, students will obtain knowledge of the SMART approach, and extend this with an exploratory dive into value functions and outranking approaches.

Finally, students will develop a strong understanding and solid practical knowledge of optimisation methods that are directly applicable to different business systems. Attention will focus on understanding the modelling process in relation to real-world examples, and on how the techniques can be practically applied to generate understanding and optimise system for practical gains.

**Prerequisites:** It is recommended that students will have taken an introductory class in business analysis and technology.

**SF106 Multidisciplinary Perspectives of Sustainable Development** **Level 1 – 20 credits (10 ECTS)**

The class aims to develop students' knowledge and understanding of sustainable development from multidisciplinary perspectives. The class will introduce students to the UN's 17 Sustainable Development Goals, and will explore in depth multidisciplinary perspectives of responding to the challenges of four particular goals, namely: SDG 3 Good Health and Wellbeing, SDG 6 Clean Water and Sanitation, SDG 10 Reduced Inequalities, and SDG 13 Climate action. Through focused study of these four SDGs, students will gain an understanding of the different ways

in which various disciplines in Business, Engineering, Humanities and Social Sciences, and Science, can contribute to addressing these challenges. In addition to developing academic skills, students will also have the opportunity to develop socio-emotional skills, including reflective skills and the ability to collaborate with, and communicate effectively with, students from other disciplines.

### **WE201 Work, Employment and Society**

**Level 2 – 20 credits (10 ECTS)**

The class aims to provide a foundation in psychological principles which are important for understanding the effectiveness and wellbeing of people at work. The objectives are:

- provide an appreciation of the intellectual contribution of work psychology to management and HRM
- develop awareness of alternative psychological explanations of employees' behaviour and experiences at work
- highlight current trends and changes in employment, management, and organisations, and to examine the impact of these on employees' behaviour and experiences at work
- introduce students to issues of research methodology in studying employee behaviour and experiences and so enable them to evaluate existing research and conduct preliminary investigations of their own

### **WE212 Sustainable Practice in Hospitality and Tourism**

**Level 2 – 20 credits (10 ECTS)**

Sustainability is a current and ever growing concern for the Hospitality and Tourism sectors, not least with respect to intensifying climate change, environmental degradation, labour dynamics, global health concerns and pressure on host communities. The aim of the module is to teach "strong" instead of "weak" sustainability. Strong sustainability underscores complexity and systemic factors, cross-disciplinary understandings, eco-centric perspectives, the minimisation of resources, societal ethics and values, and science-based approaches. The class includes a comprehensive emphasis on the Sustainable Development Goals (SDGs) a part of a strong sustainability focus and considers sustainability challenges and practices in the H&T sectors.

Students will be exposed to a range of issues pertaining to tourism sustainability through lectures, and workshops will be used to unpack the SDGs through case examples and reflection practices. Students will learn to identify, prioritise and evaluate implications for a more sustainable industry from a range of perspectives and discuss limitations in relation to achieving a more sustainable tourism industry.

Learning outcomes will include:

- Demonstrate an understanding of sustainability in H&T as complex and multi-dimensional
- Reflect on H&T triggers and impacts (social, environmental, economic) and appraise suitable sustainability responses
- Critically investigate the SDGs and stakeholder engagement in the H&T sectors
- Identify enablers, constraints, barriers and limitations in relation to achieving sustainability in H&T
- Evaluate best practice and formulate recommendations for enhancing sustainable H&T management and practice

### **WE213 International Business Environment and Strategy**

**Level 2 – 20 credits (10 ECTS)**

Part 1 will cover: theories of international trade and investment, along with the evolution of the world trading system, including the role of global institutions such as the World Trade Organisation; the practice of international trade and home and host country policies and stakeholder attitudes towards the changing impact of trade and foreign direct investment, and experiences of regional economic integration across the globe; Part 1 connects to Part 2 with a set of special topics on how businesses themselves try to influence and alter their environment. Throughout, emphasis is placed on the implications of each topic for the management of different types of firms operating across national borders.

Part 2 focuses more closely on the Strategy, Structure and Operations of firms operating across borders. This will cover behavioural and organizational perspectives on the internationalisation process of firms, including diverse motivations to internationalisation; 'generic' strategies of multinational enterprise, including national differences and the competitive benefits of 'multinationality'; the influence of administrative heritage on the structuring of multinational enterprises, with particular emphasis on the tension between the need for global integration and local responsiveness across different industries, and the links between structure and strategy; and evaluating and developing foreign market opportunities, including a detailed examination of modes of foreign market entry and ongoing operations (e.g. exporting/importing, licensing, foreign direct investment, mergers and acquisitions, joint

ventures, R&D consortiums); a special session focusing on the behaviour of the internationalising small and medium-sized enterprise (SME); The challenges of acquiring, developing and exploiting knowledge through multinationality is a common thread throughout each topic. Part 2 closes with a detailed overview of the specific problems and choices to be made when organising the global production.

This class thus complements the students' concurrent study of the other business subjects, such as Marketing and Finance, by providing an integrative framework whereby students will be able to see how different functional issues studied in other business subjects fit within the management of an international organization as a whole. Functional issues themselves are not a focus of the class. Through the use of case studies of real organizations, students will be able to apply not only the knowledge they gain from this class and their other business classes, but also knowledge of the national contexts of the countries and earlier studies in Introduction to International Business. At the same time, this class will examine the more micro-level issues of 'how to do it' with a specific focus on cross-cultural management issues.

### **WE303 Employment Relations** **Level 3 – 20 credits (10 ECTS)**

This course introduces students to a critical understanding of the British system of employment relations, and the general principles, processes and outcomes in the area of employment relations. The course will consider different theoretical approaches to the study of employment and industrial relations and then examine the role and objectives of trade unions, employers and the state, and the processes and outcomes of their interactions in collective bargaining, employee participation and industrial conflict.

### **WE316 International Hospitality and Tourism in the Digital Age** **Level 3 – 20 credits (10 ECTS)**

This module focuses on exploring the international dimension of the hospitality and tourism industry. It brings together insights from International Business and HTM literatures to explore how the industry has become increasingly global in its operations and conceptualises new technologies and new type of players that have entered the industry. The class contributes to our understanding of the industry by drawing attention to internationalisation and the various ways technology has enabled changes in the industry. It fits conveniently with the third year's particular focus on experiential learning in two ways: (1) It encourages students to think more about the different ways technology impacts their own behaviour and in doing so; (2) it draws attention to the complexities associated with innovation, sustainability and change in hospitality and tourism.

### **Z1217 Creativity and Innovation Management** **Level 2 – 20 credits (10 ECTS)**

This class is designed to build knowledge of the processes underpinning innovation. The class will introduce the main concepts and frameworks related to definitions, processes, strategies, organisation and sources of innovation. Towards the end of the class, new trends in innovation, such as social innovation and frugal innovation, will also be covered. The class will comprise lectures, tutorials, exercises, directed and independent reading, and group-based course work as well as an exam. The emphasis of the course will be on active analysis of "real-life" cases in innovation management and business strategy.

### **Z1314 Entrepreneurial Capital** **Level 3 – 20 credits (10 ECTS)**

The class-based interactive lectures will develop understanding of financial forecasting, management and valuation and recruitment best practices for entrepreneurial ventures, based on latest research findings and industry expert inputs. The following theoretical concepts and analytical tools will be covered:

- Building social capital
- Accessing appropriate human capital
- Building credible financial models of a new venture and cash flow management
- What different funders look for
- Structuring appropriate funding deals for new ventures
- Valuation
- Exit options

**Prerequisites:** *It is recommended that students will have taken BF127/128 Introduction to Marketing & Entrepreneurship and Z1218 New Venture Planning or their equivalent.*

## SEMESTER 2 CLASSES (alphabetically by Subject Area)

The following classes run for one semester from January to May (including examination and assessment).

Note: Some Level 1 cross-disciplinary classes are offered in both semester 1 and semester 2 under different class codes. The content is the same in each semester and you will not be permitted to take the same class in both semesters.

Code	Title	Subject Area	Level	Credits
AG217	Portfolio Management and Security Analysis	Finance	2	20 (10 ECTs)
AG308	Auditing and Assurance	Accounting	3	10 (5 ECTs)
AG310	Contemporary Management Accounting	Accounting	3	10 (5 ECTs)
AG313	Treasury Management and Derivatives	Finance	3	20 (10 ECTs)
BF113	Introduction to Tourism Studies and Managing People	Cross-disciplinary: Hospitality & Tourism Management / Human Resource Management	1	20 (10 ECTs)
BF115	Introduction to Economics and Business Analysis	Cross-disciplinary: Economics / Business Analysis & Technology	1	20 (10 ECTs)
BF122	Introduction to International Business	International Business	1	10 (5 ECTs)
BF124	Introduction to Finance and Financial Analysis	Cross-disciplinary: Accounting / Finance	1	20 (10 ECTs)
BF128	Introduction to Marketing and Entrepreneurship	Cross-disciplinary: Marketing / Entrepreneurship	1	20 (10 ECTs)
EC216	Intermediate Macroeconomics and Data Analysis	Economics	2	20 (10 ECTs)
EC316	Topics in Macroeconomics with Time Series Econometrics	Economics	3	20 (10 ECTs)
MK212	Services and Retail Marketing	Marketing	2	20 (10 ECTs)
MK328	Strategic Marketing in an International Context	Marketing	3	20 (10 ECTs)
MS211	Managing Business Processes and Information Systems	Business Analysis & Technology	2	20 (10 ECTs)
MS311	Knowledge and Innovation Management	Business Analysis & Technology	3	20 (10 ECTs)
SF105	Multidisciplinary Perspectives of Sustainable Development	Cross-disciplinary	1	20 (10 ECTs)
WE202	People at Work	Human Resource Management	2	20 (10 ECTs)
WE211	Managing Service Experiences	Hospitality & Tourism Management	2	20 (10 ECTs)
WE301	Organising and Managing Across Cultures	International Business	3	20 (10 ECTs)
WE302	Contemporary Issues in HRM	Human Resource Management	3	20 (10 ECTs)
WE314	Event Management: Planning and Sustainable Practice	Hospitality & Tourism Management	3	20 (10 ECTs)
Z1218	New Venture Planning	Business Enterprise	2	20 (10 ECTs)
Z1315	Venture Management, Strategy and Growth	Business Enterprise	3	20 (10 ECTs)

## Semester 2 Class Descriptions (alphabetically by Class Code)

### **AG217 Portfolio Management and Security Analysis** **Level 2 – 20 credits (10 ECTs)**

The class aims to provide an understanding of the principles and theories relevant to the process of building investment portfolios. The class covers practical applications as well as theoretical material. The class considers mean-variance portfolio theory, international diversification, linear asset pricing models such as the capital asset pricing model (CAPM) and arbitrage pricing theory (APT), market efficiency, behavioural finance, valuation of bonds, term structure of interest rates, bond portfolio management, mutual funds, fund performance, and issues in portfolio management.

*Prerequisites:* BF123/BF124 Intro to Finance and Financial Analysis or AG105 Introduction to Finance and Financial Statistics

### **AG308 Auditing and Assurance** **Level 3 – 10 credits (5 ECTs)**

The class aims to develop an appreciation of both the difficulties faced by preparers, auditors and standard setters in ensuring that a set of accounts gives a true and fair view and to develop an awareness of the extent to which academic research can guide and illuminate this process. The class achieves this aim through the systematic analysis of auditing regulations and practical applications, in a context of institutional and cultural factors, and through exploring research into aspects of auditing, with a view to analysing the policy issues facing those who regulate and those who apply audit.

*Prerequisites:* AG218 Intermediate Financial Reporting, or equivalent

### **AG310 Contemporary Management Accounting** **Level 3 – 10 credits (5 ECTs)**

This class examines the role of management accounting to assist managers in solving contemporary organisational problems. The class is intended to extend your knowledge and understanding of contemporary management accounting practice, and to allow students to develop skills in effectively applying management accounting techniques and processes in different organisational contexts and situations. The class achieves this aim by introducing the student to a range of contemporary management accounting techniques, evaluating these techniques and applying them in a series of case study workshops. All of the workshops in the class will be based on a single case to illustrate the complexity and interconnectedness of applying these different techniques.

*Prerequisites:* AG219 Cost and Management Accounting, or equivalent

### **AG313 Treasury Management and Derivatives** **Level 3 – 20 credits (5 ECTs)**

This class is comprised of two parts. The first part introduces to the concept, definitions and valuation of derivatives products. The second part of the class introduces international finance and a number of issues facing a multinational business. The second part also includes an introduction to the role of a corporate treasurer in a multinational company and their main task of managing risk in an international environment. This class will develop on a number of aspects of the second-year business finance course.

*Prerequisites:* BF123/BF124 Intro to Finance and Financial Analysis or AG105 Introduction to Finance and Financial Statistics, and AG215 Business Finance, and AG217 Portfolio Management and Security Analysis or equivalent

### **BF113 Introduction to Tourism Studies and Managing People** **Level 1 – 20 credits (10 ECTs)**

Students will develop an understanding of key concepts, critical debates and trends in hospitality and tourism management in an international context, and the key practices and processes involved in human resource management. This module highlights the synergies between both subjects; case studies discussed in Managing People are linked to hospitality and tourism, and discussion in Tourism Studies will include a focus on employment in the service sector.

- **Tourism Studies:** tourism supply and demand; sustainability and sustainable development; controversies in HTM; tourism trends and niches; digital revolution in HTM; future trends.
- **Managing People:** the context of HRM and employment; job quality and the labour market; attracting, developing and maintaining a quality workforce; leadership and managing people; critical and contemporary themes on work and employment; responsible and sustainable HRM.

**BF115 Introduction to Economics and Business Analysis****Level 1 – 20 credits (10 ECTs)**

- The purpose of the **Economics** part of the module is to provide the student with a balanced introduction to economics which will be at once self-contained and lay the foundation for further work. The work of the module will be based on a programme of systematic directed reading, supplemented by experiments and exercises undertaken in tutorials. This Module uses the innovative COREecon resources, which provides a complete introduction to economics and the economy. COREecon teaches about the economy and economics by starting from a question or a problem about the economy—why the advent of capitalism is associated with a sharp increase in average living standards, for example—and then teach the tools of economics that contribute to an answer. This innovative approach ensures that students understand how the tools of economics can help us understand the modern economy.
- **Business Analysis & Technology** is the study of how analytical thinking, scientific method and associated tools can be used to help decision making. This part of the class will provide an overview of where methods and tools are widely used across a large range of industries including the manufacturing, retail, healthcare, financial services, travel, and electronics industries, as well as in local and national government. The application of Business Analysis & Technology methods can help with issues such as the management of new building projects, the design of efficient transport systems and plant layouts, personnel scheduling, allocation of resources and financial modelling and forecasting. It can help to reduce costs, increase revenues, improve customer service, increase efficiency and can even save lives.

**BF122 Introduction to International Business****Level 1 – 10 credits (5 ECTs)**

The International Business part of the module will give the student a basic understanding of the environmental context in which an organisation exists with particular emphasis on the international arena. It will familiarise the student with basic theories associated with management on a global stage, the international business context, and the strategy and interrelationships of international organisations. It is designed around four main areas:

1. A general introduction to international business and the manager's role within it
2. The theoretical underpinnings associated with management in a globalised business context
3. The strategy and interrelationships of international organisations
4. The trends towards greater international connectedness and concerns for corporate social responsibility

These areas are subdivided into topics that will familiarise the student with the basic concepts associated with international business that can be built upon at higher level of the International Business programme study.

**BF124 Introduction to Finance and Financial Analysis****Level 1 – 20 credits (10 ECTs)**

The class introduces finance and accounting, covering the basic concepts and practicalities of corporate finance, the principles of valuation, financial management and business investment, the role and purpose of company accounts and their usefulness, security analysis, risk and returns from investments, and personal finance. At all times the class content will be linked with financial behaviour and events in the real world.

**BF128 Introduction to Marketing and Entrepreneurship****Level 1 – 20 credits (10 ECTs)**

The aim of this class is to provide students with a solid foundation and understanding of the theories and principles underlying marketing and entrepreneurship. A combination of marketing and entrepreneurship will be taught throughout the semester to enhance understanding of the way the two disciplines address issues related to both the macro- and micro-environment contexts of markets and entrepreneurship. In this class, you will be exposed to concepts and ideas from economics, sociology, psychology, geography and other social sciences, all in the context of the competitive business environment.

- **Marketing** is a complex process involving many different skills and activities, but it is based upon four simple principles: identifying a real consumer need; developing a product or service which will meet that need; the persuasion of potential customers to try that product or service; and the constant improvement and updating of the product or service to meet changing consumer or market conditions. Marketing is a key part of any successful business, and a good theoretical and practical knowledge of the subject will be of immense benefit to an aspiring manager or entrepreneur. In this class, you will be exposed to concepts and ideas from economics, sociology, psychology, geography and other social sciences, all in the context of the competitive business environment.



- **Entrepreneurship** primarily addresses the identification of value-creating opportunities and the exploitation of those opportunities through the creation, design, development, and growth of new organisations. While entrepreneurship is often intrinsically linked to new business startup, it can also take a wide range of forms (for example, social enterprise, family business, corporate entrepreneurship/ entrepreneurship, environmental/green entrepreneurship). In this class, you will explore and critically analyse the highly varied roles that entrepreneurial activities play in society.

**EC216 Intermediate Macroeconomics and Data Analysis** **Level 2 – 20 credits (10 ECTS)**

The class builds upon the macroeconomic foundations established in the first year Economics class and both extends and deepens analysis. In particular this class will develop student's ability to use key models used to analyse the determination of output in the short-run and in the medium-run. We will also cover some topics in the analysis of economic data including correlation and simple regression.

*Prerequisites: BF114/BF115 Introduction to Economics and Business Analysis or equivalent*

**EC316 Topics in Macroeconomics with Time Series Econometrics** **Level 3 – 20 credits (10 ECTS)**

The overarching aims of this class are to extend students' knowledge and understanding of core macroeconomic models and of the econometric methods used to analyse macroeconomic data, and to develop their ability to apply these models and methods to address some key questions in macroeconomics. The class covers: economic growth; expectations, demand and policy, Europe: past, present and future; and policy rules versus discretion. In addition, econometric methods covered include: regression; unit root testing; modelling volatility; cointegration and error correction.

*Prerequisites: EC216 Intermediate Macroeconomics and Data Analysis or equivalent*

**MK212 Services and Retail Marketing** **Level 2 – 20 credits (10 ECTS)**

The aim of this class is twofold:

1. To provide students with a clear appreciation of the aspects of service that can be used by organisations to differentiate their offerings and brands and the challenges faced by services marketers.
2. To enable students to gain an understanding of all aspects of the management of retail operations. The content will focus on both the theory and its application to specific sub-retail sectors. In particular, the class examines the role of marketing in the process of retail management and its relationship to the other business functions.

*Prerequisites: MK111 Introduction to Marketing or equivalent*

**MK328 Strategic Marketing in an International Context** **Level 3 – 20 credits (10 ECTS)**

The class aims to build knowledge and understanding of marketing strategy and internationalisation theories; illustrate the importance of selecting and targeting appropriate markets and entry methods in international marketing strategy formulation; provide a clear appreciation of the strategic and tactical challenges companies face in developing and implementing a successful marketing strategy at home and abroad; encourage the critical analysis of published research on marketing strategy as it is applied in domestic and international contexts.

*Prerequisites: MK111 Introduction to Marketing or equivalent*

**MS211 Managing Business Processes and Information Systems** **Level 2 – 20 credits (10 ECTS)**

This class aims to provide students with an understanding of the key issues in the management of business processes and information systems within the wider context of the advent of the information/knowledge economy, including: mapping & modelling of business processes, business process measurement and improvement, business process implementation, Enterprise Resource Planning, and company-wide IS. The class will also provide students with the opportunity to use an industry-standard ERP system to explore practical solutions to problems of business process integration.

**MS311 Knowledge and Innovation Management****Level 3 – 20 credits (10 ECTs)**

In this class students will develop a comprehensive picture about knowledge and innovation. They will revisit some assumptions that they hold true, perhaps even unconsciously, and re-develop their understanding of some fundamental issues crucial for organisations to survive in the knowledge era. As they are acquiring new concepts, the students will play with these in the tutorials, interactively building more and more complex ideas and by doing so complexifying them.

**SF105 Multidisciplinary Perspectives of Sustainable Development****Level 1 – 20 credits (10 ECTs)**

The class aims to develop students' knowledge and understanding of sustainable development from multidisciplinary perspectives. The class will introduce students to the UN's 17 Sustainable Development Goals, and will explore in depth multidisciplinary perspectives of responding to the challenges of four particular goals, namely: SDG 3 Good Health and Wellbeing, SDG 6 Clean Water and Sanitation, SDG 10 Reduced Inequalities, and SDG 13 Climate action. Through focused study of these four SDGs, students will gain an understanding of the different ways in which various disciplines in Business, Engineering, Humanities and Social Sciences, and Science, can contribute to addressing these challenges. In addition to developing academic skills, students will also have the opportunity to develop socio-emotional skills, including reflective skills and the ability to collaborate with, and communicate effectively with, students from other disciplines.

**WE202 People at Work****Level 2 – 20 credits (10 ECTs)**

Key issues around Managing People are covered in the 1st Year class while the 2nd Year 1st Semester class introduces key issues in HRM through a broad focus on work, employment and society. This class follows these with a specific focus on the individual at work.

This module provides a foundation for understanding the effectiveness and experience of people at work drawing from principles of work psychology. These principles are used to introduce a range of topic areas of relevance for individuals, teams, managers, and employers and which introduce the relevance of HRM to work and employment. Wider issues of individuals not at work (unemployed, retired) will also be considered.

**WE211 Managing Service Experiences****Level 2 – 20 credits (10 ECTs)**

This class discusses designing, staging and managing service experiences within the contexts of hospitality, tourism and events – and other service dominant sectors. Designing high quality and 'unique' service experiences provides significant competitive advantages to businesses. The needs and wishes of consumers have changed and continue to change, for example trends like the rise of the experience economy and principals of sustainable long-term development require increased attention. These two developments are already prompting new business models within the service industry and other industries, which increasingly make use of business logic and tools originating from the service industry. Therefore, new strategies and approaches are crucial to meet today's increasingly service and knowledge dominant economy. This class aims to provide students with the knowledge to recognize the consequences of technological, sustainable, and various other societal developments and trends, and find new and successful ways to differentiate themselves from the competition.

**WE301 Organising and Managing Across Cultures****Level 3 – 20 credits (10 ECTs)**

This class builds on the theories and concepts introduced in Introduction to International Business at Level 1 and International Business Environment and Strategy at Level 2. It does so by focusing more on the complex cross-cultural and human resource issues associated with the implementation of international business practice and strategies. In particular, the class imbues students with an awareness, knowledge and understanding of the importance of the often overlooked 'soft skills' of management, particularly as concerns cross-cultural variations and their impact on cross-border human resource management. It will examine the main concepts currently employed to understand the complexity presented to managers in their process of managing people across national and cultural borders, addressing the issues of the impact of culture on management structures and processes. It will then provide understanding of the role which cross-cultural management and international human resource management can play in achieving competitive advantage in international business. There is growing evidence that many international firms face considerable difficulties in implementing the strategies they have determined. A strong focus of this class is therefore towards increasing the understanding of the role of international management in the implementation of international strategies. It will thereby develop intellectual capacities in applying advanced concepts to practical situations, and in reflecting usefully on both the situations and the concepts.

**WE302 Contemporary Issues in HRM****Level 3 – 20 credits (10 ECTs)**

This class builds on some of the core themes and topic areas in the first year class (BF112 Managing People) and second year core classes (WE201 Work Employment and Society and WE202 People at Work) to explore and unpack contemporary issues in HRM. Learning outcomes include:

- critically engage with key developments and debates in contemporary HRM
- develop knowledge and understanding of the main drivers of the changing context of HRM
- develop and appreciation of different approaches to, and theories that inform, contemporary HRM
- enable students to understand the links between theory, academic research and contemporary HRM in practice
- increase knowledge and understanding of specific topic areas relevant to contemporary HRM

Topics will relate to contemporary perspectives on HRM and may include: recruitment and selection; performance appraisals; talent management; culture and change management; managing the margins; an ageing workforce; remote/hybrid working; the transition to 'net zero'.

*Prerequisites: It is recommended that students will have taken an introductory class in HRM*

**WE314 Event Management: Planning and Sustainable Practice****Level 3 – 20 credits (10 ECTs)**

The Events Sector is gaining increasing attention by academics as it is predicted to grow at a CAGR of 21.3% and reach \$1,337 billion by 2028 (OECD, 2021). Increasing numbers of event professionals have a personal interest in reducing the negative impacts of their events, and 'Green issues' are increasingly viewed as added value to the Event product. This module complements this by conceptualising events as a catalyst for social impact and progress if managed right. Combining the practical and academic aspects of event management this module centres sustainability as a business imperative for future events managers. This class equips students with the understanding of managing sustainable events. It allows students to participate in the various stages of planning events with research into selecting the right event; contacting sponsors; event themes; site selection; task and responsibility checklists; budgeting and finance; advertising and promotion; and event administration. Alongside these, this class also trains students the necessary skills of managing a complex environment which bears many sustainable challenges and prepares them to enter the profession with an understanding of the industry.

**Z1218 New Venture Planning****Level 2 – 20 credits (10 ECTs)**

New Venture Planning is designed to provide a practical introduction to drawing up business plans and understanding how new ventures are managed and developed.

The class is multi-disciplinary in nature and integrates within it the main business disciplines. It focuses upon the processes within new businesses but draws comparisons with larger organisations and as such introduces a more entrepreneurial approach to the career patterns of individuals who pursue careers in larger organisations. The class will not follow the more traditional lecture pattern but will be highly interactive with class participants being involved in individual and group activities which will encourage creative thinking and "learning by doing" in addressing the real opportunities and challenges that face the first-time entrepreneur.

**Z1315 Venture Management, Strategy & Growth****Level 3 – 20 credits (10 ECTs)**

Having established a good understanding on the economic and social impact of entrepreneurship, opportunity identification, starting and resourcing a new venture in previous modules, in this class the students are presented with the challenges and opportunities of managing and growing the venture in a sustainable way. This course covers the management and growth phase of entrepreneurial businesses, focusing on the opportunities and challenges these businesses are faced with beyond their start-up stage of development. Through course work, students will have the opportunity to assess the management practices of Scottish SMEs and consult them on their growth strategies.

*Prerequisites: It is recommended that students will have taken BF127/128 Introduction to Marketing & Entrepreneurship and Z1218 New Venture Planning or their equivalent.*