

## Course Information Sheet

# BSc (Hons) International Business Management

**Mode and course length** – Full-Time (4 years)

**Location** – ARU Cambridge Campus

**Awarding Body** – Anglia Ruskin University. As a registered Higher Education provider Anglia Ruskin University is regulated by the Office for Students.

## Overview

In today's international market, businesses need employees who understand globalisation, sustainability and intercultural communication. It's a recipe for success. Learn more about these complex issues and how you can manage them in a modern, global organisation.

In a progressively globalised world, organisations can only successfully operate and compete when they develop and enhance their strategies on issues such as globalisation, intercultural awareness, sustainability and ethics. They need employees with the skills, knowledge and insight to understand these complex issues and how they can be effectively managed in a shifting international environment.

Here at Anglia Ruskin, sustainability is really important to us. And it's important to businesses, too. Building on employer feedback, successful student-led initiatives, and green audits in businesses – and in partnership with our Global Sustainability Institute – we've developed a course that has sustainability at its heart. We're committed to making sure that our students not only know about sustainability, but know how to apply their knowledge and make a real difference to business practices and communities.

Our Global Business Environment module has been specially designed for this course and introduces sustainability as a contemporary issue for international business.

As you'd expect from an innovative international business degree, you'll have the option to study a foreign language. You'll learn to operate in a multi-cultural context, studying alongside and from students and academics from around the world. We also encourage our students to include a trimester of study at one of our partner universities in Europe (including France, Germany, Denmark, Sweden, Finland, the Netherlands, and Switzerland), North America or Malaysia during Year 2. (Teaching is in English.)

Complete our International Business Management degree in just two years. This course is a popular option with students who want to enter the professional world or postgraduate studies at a faster pace. It focuses on issues such as globalisation, sustainability and intercultural communication – and how to manage them.

Our course will provide you with the background and skills to progress your career in one of these international organisations. As it's an accelerated course, you'll undertake an intensive six-week period of study in June-July each year, in addition to regular term-time study.

## Course Delivery

Our courses are delivered through teaching and learning methods which provide students with the widest possible exposure to a modern and innovative higher education experience.

These methods vary and could include attendance at lectures and seminars, undertaking laboratory exercises or work-based activities, practical work, performances, presentations, field trips, other relevant visits and e-learning through Canvas, our online learning management system.

Each course is divided into a number of 'modules' which focus on particular areas, each of which has a specific approach to its delivery. This information is published to students for each module they take via the Module Definition Form (MDF) and Canvas.

## Assessment

You can expect an interesting mix of coursework, essays, exams and activity-based assignments. Your coursework could include problem-solving activities, consultancy projects, presentations and group or individual reports. You'll also be able to access support materials supported by materials accessed through our virtual learning environment.

All assessment is designed to allow you to demonstrate what you've learned, and to make sure you're developing the knowledge and skills you need to successfully complete the course.

## Fees

Information about your course fee including any annual fee increases or deposits (if required) can be found in your offer letter.

## Modules

### Core Modules

#### **Year 1: Foundation in Business**

This module will provide students with the necessary skills to begin studying at level 4 in courses related to Business, Accounting, Finance, Marketing, Tourism and Economics.

Students will be introduced to the core skills necessary to succeed in higher education, including thinking critically, researching and referencing appropriately, demonstrating appropriate numeracy and ICT skills, and communicating effectively verbally and in writing.

Students will also be introduced to specific concepts related to their degree programmes including the functions of a business, business law, ethics and intercultural studies. Real-world applications of these theories in business will be highlighted, and students will practice applying the theory to case studies.

The module is made up of the following 8 constituent elements:

- Interactive Learning Skills and Communication (ILSC)
- Information Communication Technology (ICT)
- Critical Thinking
- Core Maths
- Ethics
- Intercultural Studies
- Business Law
- Introduction to Business

#### **Year 2: Academic Skills**

This module aims to equip the student to function effectively as an independent self-learner within the higher education learning environment, with specific reference to the area of business management. Students will be introduced to the learning context and the responsibilities of the individual learner within higher education.

Students during the course will be encouraged to develop both practical skills and academic skills central to undergraduate business degree programmes. These will include: reading and note taking, critical analysis, critical writing, essay writing, reporting writing, problem solving, referencing, preparing for exams, and managing their time effectively. Furthermore, students will improve their use of information technology and associated software packages, improve their presentation skills, and develop basic business analysis and data interpretation skills, both individually and in teams. Students will also be introduced to the importance of personal reflection and increasing their effectiveness as independent self-learners. The module will be delivered using a team-based learning approach.

#### **Year 2: Accounting for Managers**

The module aims to give students a sound grasp of the basics of financial reporting (context, purposes, regulatory framework). It introduces the principal concepts of financial accounting. The preparation of principal financial statements will also be explored. This module is also designed to introduce students to key management accounting skills necessary to support decision-making. It will emphasise the acquisition and application of skills and knowledge necessary to inform managers responsible for planning, decision-making and control and will provide the underpinning skills and knowledge required for more advanced study. The key issues addressed will be the fundamentals of cost data collection, analysis and allocation of costs, costing of products and services using absorption and marginal costing techniques, short term decision making - Cost Volume profit analysis, budgeting and budgetary control.

The key techniques will be demonstrated and applied in active learning workshop sessions and students will be expected to work on practical examples and case studies.

One of the main focuses for the design of this module has been the further development of relevant employability and professional skills. Such skills are implicit in the learning outcomes.

## **Year 2: Principles of Marketing**

Principles of Marketing is a module which presents first year students with a foundation in the core theories and models of marketing, from a bottom-up perspective. The module instils in students an understanding of how marketing operates as a key functional area within business and how it critically interacts with other areas such as accountancy, human resource management and business management. The emphasis of the module is upon examining the role that marketing management can play in implementing and controlling the marketing mix processes. Alternative approaches in the use of the marketing mix will be discussed, analysed and evaluated looking at both the short and long-term organisational and market demands. The module takes examples from a diverse range of sectors from Fast Moving Consumer Goods, to the Third Sector and Arts organisations. In tandem the module takes a critical view of marketing and examines the ethical challenges of marketing along with the role which marketing can play in either aiding or stymying sustainability.

The module will consist of twelve one hour lectures supported by weekly two hour seminars. Lectures will disseminate the theory underlying marketing principles whilst seminars will be more interactive and allow students to apply the theory in group activities. Seminars will also be utilised for practising and refining the models and theories.

## **Year 2: Economics for Managers**

This module is an introductory economics course designed for students with either no background in economics or those with A-level/Higher/High School diploma in economics. It provides an introduction to the fundamentals of economics and focuses on applying key insights to business and management applications. Due to the nature of modern economics the approach of the module is necessarily analytical, but the analysis is non-technical and relies on verbal reasoning and graphical methods. Wherever possible real world examples will be used to illustrate economic principles. The first part of this module focuses on microeconomics - the decisions and behaviour of individuals and firms, and of government within a single industry. The economic principles underlying the determination of price and output, firm costs, industrial structure and market failures are outlined. The second part of the module focuses on macroeconomics - the economy at aggregated national and international levels - and its impacts on business behaviour. We will cover the key macroeconomic variables, how they influence business activity and government macroeconomic policy.

## **Year 2: Statistics**

This module provides an introduction to key numerical techniques used in the business world to aid decision making. It aims to familiarise students with the mathematical and statistical foundations that are necessary in any area of (international) business and economics. Students will learn to understand probabilistic and statistical techniques in theory and to apply them in a business context with the support of relevant software packages such as SPSS. The module requires no more prior knowledge than GCSE maths and introduces students to the basic algebra required in statistics during the module.

Every lecture topic will be accompanied by exercises in seminars, where students will apply probabilistic and statistical theory to a relevant data package similar to those found in real world business environments. The seminar work is consecutive, meaning that the weekly exercises will require the successful completion of previous exercises.

## **Year 2: Introduction to Organisations and Management**

Management in practice comes down to support people to work effectively in different organisational contexts. Regardless of your technical area, type of organisation or job position, to get your work done you will need to manage your relationships with colleagues, managers, subordinates and customers. This module aims to increase your ability to analyse the human side of management and diagnose problems affecting performance and organisational effectiveness. Specifically, we will equip you with knowledge and skills to understand how people and organisations function in individual, group and organisational levels based on the latest academic evidence on topics such as motivation, leadership, teams, organisational structure and culture. Finally, we aim to inspire you to value and continuously use the best available academic evidence on effective management of people and organisations throughout your career.

## **Year 2: Global Business Environment**

This module introduces students to the dominant environmental factors that determine the constraints and the opportunities that confront international business. It explores the political, economic, social, legal, ecological and technological factors in the international business environment. Attention will be paid to the competitive environment and how this interacts with globalization, and technological and social change to create complex strategic options. An understanding of contemporary trends in the global economy will be considered on the module, as will the importance of country attractiveness, and its indicators. The environmental focus of Global Business Environment prepares the ground for the functional approach taken in the level 5 module, International Business and for the specialist, core level 5 modules on the Business Management degrees.

## **Year 3: International Business**

This is, along with Global Business Environment (Level 4), a central module on the BSc International Business Management degrees (3 year, 2 year (accelerated), and extended). The module provides the opportunity to gain deeper understanding of the external factors shaping business decisions. The module also examines the functions of international business in the contemporary context, and how they relate to important political, economic and ethical debates. The focus of the module is the operations and functions of modern international business, and their relationship with complex strategic challenges. It explores a key question – how do international businesses organise their global activities in a world with increasing connectivity and diversity? Through discussing the key functions of international businesses, such as international marketing, international supply chain management, international finance, international talent management, and innovation, this module examines the major practices in modern international businesses, large and small.

## **Year 3: Business Research Methods**

The module will introduce students to business and organisational research methods. The module will cover a range of qualitative and quantitative research methods. The module provides a guide to understanding the tacit and explicit processes whereby students are socialised into the field of business and management research. It is a practical module informed by theory and real-life examples, which helps students explore the philosophical debates and underlying business and management research and considers how they relate to our understanding of knowledge and business practice. The module also adopts a more specific focus on the key research skills that are involved in primary, secondary, and mixed methods business and management research. Students will be introduced to the importance of research to the business world, they will learn how to review academic literature, how to construct research questions and objectives, how to construct a research design, how to write a research proposal, how to choose between analytical techniques and different research tools and how to analyse qualitative and quantitative data. It also provides opportunities for students to look further into research and support is provided in terms of managing research relationships, writing an ethics application for a research committee, gaining research access, and disseminating research and getting published. The module will prepare students to conduct research independently in preparation for their final year dissertation. This module uses a participative approach to learning and teaching, which is designed to provide a positive student learning experience. Students are encouraged to develop their ability to critically assess both the theory and practice of business and management research and to reflect on their own learning and development. This is achieved through lectures, seminars, independent study, preparation for class and coursework and the completion of formative and summative assignments.

## **Year 3: Strategic Management**

Strategic Management is a fascinating discipline that studies the long-term purpose and direction of organisations, by looking at how to achieve a sustainable competitive advantage. In this foundational module, students are expected to accomplish a range of learning outcomes related to both strategic analysis and formulation. The first part of the module focuses on core frameworks

and analytical techniques that will enable students to assess the resources and capabilities of organisations in relation to the conditions of the industry and the macro environment, and stakeholder pressures. The module concludes with the evaluation of business-level and corporate-level strategies, providing a springboard to the Advanced Strategic Management module in the final year, focused on strategic implementation. The module offers a rich learning experience that combines classic and cutting-edge theory with practice, drawing on the latest strategic management research, practitioner journals, and business news. Throughout the trimester, students are constantly challenged to reflect about the global nature of competition, and how strategic management can contribute to the creation of shared value and business sustainability. Teaching methods rely on case studies and formative experiential exercises that directly contribute to the module assessment and the development of a range of employability skills. Through group discussions in lectures and tutorials, students are encouraged to improve their interpersonal skills, oral communication, and team working. Through the application of strategic concepts in classes and written assignments, problem-solving, and assessment preparation are promoted. Our objective is that, by successfully completing this module, students will be able to apply strategic management to their careers and lives, thus becoming better managers, entrepreneurs, decision-makers, and change agents.

### **Year 3: Career Development and Employability**

We will support you to increase self-awareness and engage with career management behaviours that are essential to compete successfully in the graduate labour market. The module has been designed in consultation with our employer forum and employability service and is delivered by academic staff, employability advisers and industry guest speakers. Although highly practical, this module also provides you with evidence-based insights into the contemporary world of work and the business market, in response to direct feedback from employers. Key themes covered in lectures are: career development theory, traits analysis, labour market analysis and recruitment & selection processes. During workshops, you will engage in individual and group tasks involving labour market analysis, traits analysis, skills audits and testing, case study exercises and real-life scenarios in recruitment and selection.

### **Year 4: International Intercultural Management**

In an increasingly global business environment, those involved in international business and management must develop the insights and skills to interact with customers and stakeholders in a culturally sensitive way. The module introduces and examines the work of important researchers in the field such as Hofstede, Hall, Watson, Tayeb, Holden, Hampden -Turner and Trompenaars. It explores the application of these theories to decision making at the level of the individual, the team and the organisation. It examines strategic dilemmas where culture plays an increasingly influential role in companies of all sizes. It presents cultural diversity as a central element in the phenomena of business change and organisational development through the use of case studies and interactive scenarios. It draws on the diversity of the student group as a resource and attempts to generate dynamic learning experiences. This intercultural management module will sensitise the students to each other's cultural differences and work practices. It will then focus on a series of target cultures as representative of the international business environment, exploring and analysing effective (and ineffective) approaches to cross-cultural communication in a wide range of business and management contexts. The module will achieve this through a lecture programme that will introduce the context, frameworks and concepts. These will be applied through a seminar programme that will be built on applying them through individual self-directed learning, group work through synthesising the individual work and group presentations to the seminar for general discussion.

### **Year 4: International Supply Chain Management**

The module begins with a focus on how supply chain management has become a major focus of emphasis in organisational strategies. The effect of globalisation and the digital economy for enabling more integrated supply chain management is explored. Supply chains can be a driver for achieving customer value and competitive advantage, here the student will explore case studies of exemplar global supply chains. After the strategic focus, the module then focuses on the practical side of supply chain management: managing the series of processes that get a product to the market. The renown SCOR (Supply Chain Operations Reference) model is used as the basis of applying the design and management principles to the Plan; Source: Make: Deliver and Return processes. This will include students engaging in practical activities to explore these processes in depth. The module then re-focuses back on to strategies of International Supply Chain Management, firstly looking at the growing concern for sustainability and the complexities of managing this in an International setting. Then, the history of supply chain strategy development is analysed. Firstly, addressing the key principles of the Japanese approach, which has called many things, in essence: Just in Time or Lean Management. Secondly, the newer strategic paradigm of focusing on being responsive to the customer through Agile Management. These two strategic paradigms are explored with the use of practical game scenarios. The final portion of the module focuses on the enablers of Supply Chain Improvement: performance management; information technology and other future trends.

#### **Year 4: Undergraduate Major Project (International Business)**

This final project module allows you to engage in a substantial piece of individual desk-based/secondary research focussed on a topic relevant to your business degree award and subject area under the supervision and guidance of members of academic staff. This module requires you to develop your chosen topic into a specific project with this supervisor over the course of your final undergraduate academic year. Supervisors will discuss with students contemporary research problems and issues based on their research and practice, and then students will be required to conduct literature reviews, evaluate and critically appraise a range of information, investigate and adopt suitable desk-based methodologies and theoretical frameworks to work within, process data, and determine solutions to those problems. This module does not permit you to engage in primary research data generation. Throughout the module your supervisor will support you in terms of content and skills development so that you can work semi-autonomously on your individual research project. This is achieved through group supervisory meetings throughout the year, which will also allow for individual discussions. Your supervisor will set goals for these meetings involving written and verbal tasks that you will need to complete in order to receive formative feedback and develop your project smoothly. Your attendance to meetings and engagement with the proposed tasks are essential to ensure you receive feedback and successfully complete your project.

#### **Year 4: Advanced Strategic Management**

This level-six module is concerned with how an organisational strategy takes shape and what strategists actually do. The module is organised around five thematic areas. Firstly, it focuses on the evaluation of strategic options in terms of three criteria: suitability, acceptability and feasibility. Techniques of evaluation are provided, explained and illustrated. Secondly, 'intended strategy development' versus 'emergent strategy development' is examined as two broadly different approaches of strategy development. The third thematic area covers the role of organisational structures and systems in strategy development. The fourth theme is the leadership of strategic change. The development of a new strategy often involves significant organisational change and managing change emerges as a key determinant for strategic success. Lastly, the module discusses the practice of strategy: a. who is involved in strategy development, b. the types of activities in which strategists are involved, and c. the types of methodologies that strategists use. The module is designed to be practical and problem-oriented. There is an explicit focus on enhancing students' employability and professional skills. In particular, the emphasis is on application of concepts and frameworks which assist the student analyse and gain insight to strategic challenges faced by an organisation.

#### **Year 4: Leadership in Contemporary Organisations**

The module explores the role of leadership in challenges contemporary organisations are facing such as constant organisational and economic change, increasingly flat hierarchies in organisations that emphasise the importance of team work and effective team management, and the global and multicultural reality of doing business. By considering some of the issues related with leadership this module will enable students to critically engage with the challenges of effective leadership. The crucial role of leadership to facilitate effective management of uncertainty, ambiguity, complexity and to create a vision and strategy for future success and sustainable performance of organisations is explored through engagement with theoretical leadership and organisational behaviour literature in addition to real-life case studies. The module will enable students to make links between the theoretical and practical aspects of leadership by solving case studies and also reflecting on own leadership challenges. Students will be encouraged to analyse and reflect on their own extra-curricular activities (work placements or volunteering) and do so with critical depth and academic rigour. Students will be encouraged to develop their own perspective on and practice of responsible and effective leadership, in the light of the theoretical understandings and practical experiences with which they have engaged.

#### **Optional Modules**

*(Subject to availability)*

#### **Year 3: E-Business Management**

Organisations continually rely on the information they gather to make decisions at local, national and global levels, ranging from the short to long term. Hence, developing appropriate strategies to harness real business intelligence and value from information remains high on the strategic agenda. This module explores the different e-business options and models available for organisations to exploit, taking a whole organisation perspective and, whenever appropriate, taking global engagements into account. Hence, enterprise systems to meet internal organisational information needs are explored, as well as those suited to the organisation's interfaces. E-business is essential for managing interfaces with the customer, it can be used to develop

customer relationships and build loyalty. On the supply side e-business can greatly assist in the management of the supply network of the organisation. The module will also focus on considering design and implementation issues to ensure that information and e-business strategies are designed to suit the organisation and their competitive environment. In order to realise these strategies, a variety of systems development approaches and methods are available, including prototyping and the option to outsource. Hence, the ability to critique and select the appropriate approach will be developed. The overall success of an information and e-business strategy relies on careful project planning and management. Consequently, there will be exploration of the typical phases of information and e-business projects and the issues involved in developing project planning skills. The ability to project plan and manage an information or e-business system implementation is another key transferable skill gained on this module. Project planning and management must consider both the internal and external environment and hence, risk assessment techniques will be explored and applied to a given scenario.

### **Year 3: Responsible Business**

This module aims to develop understandings about the shift towards more environmentally, socially and economically responsible business practice and in particular focus on the drivers behind this shift; including the concept of global responsibility and citizenship and growing business arguments for including a consideration of sustainability in all business and management practice.

The module promotes a personal approach to the issues of ethics and morality, promoting a discussion on personal responsibility. It looks carefully at our increasing recognition that as individuals and businesses we have a responsibilities as 'global citizens' thriving towards a sustainable future. The module relies on three main pillars:

- a. Experiential Learning. Aiming at linking with real case experiences, discussion and reflective practice about ethics, sustainability, social responsibility, consumption and behavior.
- b. Creative Teaching and Learning: A number of art-based methodologies will be used in this module in order to enhance creative and problem solving amongst the participants.
- c. Critical thinking: The module pays special attention to the need of questioning practices, understanding the role of power/politics to develop a critical understanding of the different responses of business in relation to social responsibility and sustainable management.

It is expected that this module contributes to the university's employability strategy, in relation to knowledge on the theories and discussion on responsibility, ethics and sustainability; the development of analytical and critical skills in this field, and also, the promotion of values, virtues and character formation, crucial in the consideration of professional careers.

### **Year 3: Business Law**

This Module is an introduction to a broad range of civil legal issues. The Module will provide students with an appreciation of the various ways in which the law impacts upon the domestic and international business environment. This foundation will enable students to have an understanding of how such issues permeate the world of commerce and everyday life. The Module will focus on the nature and sources of business law in England; on the Law of Contract with regard to both goods and services, and on the Law of Tort, in particular, negligence and vicarious liability. The rights and obligations of legal entities to each other will be examined. There will be an exploration of the different legal systems found around the world and the various corporate structures through which business is conducted.

### **Year 3: Project Management**

Project management is a key skill for any future professional to acquire, at some stage in your career you will be involved in delivering or working on a project. This module focuses on providing a sound basis for managing or working on projects. You may be a future Marketer with managing marketing campaigns in mind, a future HR Professional who may be called upon to manage a recruitment project or indeed, you may be called on to work on another type of business improvement or implementation. In essence, the concept of managing a project hinging on one quite basic principle, managing the triangle of: quality of the project outcomes, cost and time. In practice, this is a complex juggling act. This module first distinguishes a project from other types of operations processes and explores the key skills of a project manager. Then the major process groups, according to the PMBOK (Project Management Body of Knowledge) are applied, these are: initiation; planning; executing; monitoring and controlling and closing a project. The important of stakeholder management and risk management will be

emphasised. Students will use software to schedule and cost projects during the planning phases. The use of monitoring and controlling techniques, including cost control, time management and resource optimisation will be explored. After the main process groups have been covered, the final part of the module is on improving the success of projects. There is exploration of how to measure success and furthermore, the principles of agile project management are discussed.

### **Year 3: A Module from the Anglia Language Programme**

### **Year 4: EU Economy: Issues and Policies**

The module examines the current issues and policies involving the European Commission and other institutions and bodies within the European Union. The emphasis throughout is on the economic underpinnings of policies across a wide range of policy areas, including agriculture, fisheries, industry and service sectors, labour markets, social, regional, environmental and trade areas, amongst others. Whilst economic analysis is emphasised throughout, a multi-disciplinary approach is adopted wherever appropriate to any particular policy area. Analysis is supported by up-to-date case materials and events using a wide range of printed media and on-line sources. Selected economic sectors within the EU will also be examined (e.g. textiles) and the policies applied to those sectors reviewed. One of the main focuses for the design of this module has been the further development of relevant employability and professional skills. Such skills are implicit in the learning outcomes. Multiculturalism has been considered during the design of this module and will be considered when the assessment brief is written.

### **Year 4: International and Comparative HRM**

This module sets out to investigate how, and if, HRM operates in the international arena. This is done in two ways: by considering differences in national HRM policies and practices and by examining how businesses overcome the people problems associated with operating in more than one country. This will lead to a questioning of the extent to which HRM can be seen as a global phenomenon. In order to undertake this module effectively it is assumed that students will have some familiarity with HRM practices in at least one country and a desire to uncover similarities and differences in others. One of the main focuses for the design of this module has been the further development of relevant employability and professional skills. Such skills are implicit in the learning outcomes.

### **Year 4: Sustainable Transformation and Environmental Practice**

Climate change and sustainability offer both challenges and opportunities for economies and business across the world. This module is a "step" into addressing the requirements of private and public sector organisations looking for graduates with knowledge, skills and attributes related to environmental and sustainability issues. It develops a hands-on approach to sustainability by focusing on the development of an environmental management system (EMS) for the students' households. It is expected that this module can contribute to the students' wellbeing, while reducing their carbon footprint and creating sustainable transformations and pro-environmental behaviour. This module aims at developing creativity, responsibility and future-thinking amongst the participants: its ultimate goal is to enhance the students' participation in a highly competitive job market and the opportunities for green and responsible entrepreneurship. The main pillars of this module are: a. Action Learning & Reflective Practice: This module encourages students to start working on their assessment from day 1, offering a wide variety of tools to record their progress in the implementation and monitoring of their environmental management system. b. Creativity and Use of Technology: This module relies on the students' creative skills in the use of social media and use of digital learning platforms such as the LMS. c. Employability: At the end of this module students will be able to identify and provide evidence of a wide range of skills and attributes for future jobs and enterprises. Overall aims at encouraging the ability for self-reflection and a commitment to life-long learning becoming and acting as responsible citizens.

### **Year 4: Reward Management**

Reward management provides the learner with a wide understanding of how the business context drives reward strategies and policies, including labour market, industrial and sector trends, regional differences and trends in pay and international comparisons; the financial drivers of the organisation, the balance sheet and the impact of reward costs. The learner is required to gather and evaluate intelligence on a wide range of reward data and show how this impacts upon business decisions. The learner will acquire knowledge of the perspectives, principles and policies of reward from a theoretical and strategic focus and how to implement them in practice. The learner will be able to assess the contribution of reward to business viability and advise on the appropriateness of policies and practices to line managers to promote employee performance.

### **Year 4: Employment Law**

Recent decades have seen a substantial increase in the extent to which the employment relationship in the UK, Eire and the EU is regulated through employment legislation. As a result, human resources (HR) professionals are now obliged to take account of legal requirements in different jurisdictions when carrying out many central aspects of their role. They are also obliged to take responsibility for the defence and settlement of claims lodged with employment tribunals by aggrieved employees or former employees. This module introduces the major areas of employment legislation and the employment law system, focusing in particular on ways in which day-to-day HR activities are subjected to some form of regulation. This is intended to provide an overview, rather than to focus in detail on the operation of specific employment laws, for those who need to understand and be able to evaluate emerging developments in the management of the employment relationship in local and international jurisdictions.

#### **Year 4: Digital Marketing**

In any management role undertaken within an organisation students will require an appreciation of the power and influence of Digital Marketing. This module aims to increase employability of students by providing individuals with many of the necessary skills, as well as a critical understanding, of Digital Marketing. This will be essential as they enter employment in today's dynamic digitally influenced business environment. The lectures in this module will encourage students to critically examining emerging theories and models within this academic field of study. Students will be asked to undertake a critical examination of Digital Marketing strategies for both profit and not for profit organisations which deliver integrated online communications for both large organisations and SME's. Students will examine evidence of the change in Consumer Behaviour and increase in online activities such as social activism. They will also be required to investigate the influence of Tribes, Communities and Virtual Crowds in online behaviour and the effective use of WOM and Viral Marketing as part of campaign tactics. Important consideration of legal and regulatory issues affecting Digital Marketing, together with emerging codes of practice and ethical issues will be addressed in lectures. An understanding and development of basic skills in appropriate use of Digital Tools such as Social Media, Online Advertising and Mobile will be addressed in seminars.