

# Module Catalogue

## Westminster Business School

### Postgraduate Study Abroad 2020/1

#### Semester 1

Module Code	Module Name	Level	Semester	UK Credit Value	Credit Equivalency
<b>Applied Management</b>					
7BDIN004W	Purchasing Management	7	Semester 1	20	US Credits 4 / ECTS credits 10*
7BUSS010W	Managing Operations, Information and Knowledge	7	Semester 1	20	US Credits 4 / ECTS credits 10*
7CNMN005W	Construction Law for Contract Management	7	Semester 1	20	US Credits 4 / ECTS credits 10*
7CNMN006W	Construction Planning Project	7	Semester 1	20	US Credits 4 / ECTS credits 10*
7CNMN007W	Corporate Management	7	Semester 1	20	US Credits 4 / ECTS credits 10*
7CNMN011W	Procurement	7	Semester 1	20	US Credits 4 / ECTS credits 10*
7PJMN005W	Project Management	7	Semester 1	20	US Credits 4 / ECTS credits 10*
7PROP004W	Finance and Asset Management	7	Semester 1	20	US Credits 4 / ECTS credits 10*
7PROP010W	Site Assembly and Development	7	Semester 1	20	US Credits 4 / ECTS credits 10*
<b>Finance and Accounting</b>					
7ACCN012W	Managerial Accounting	7	Semester 1	20	US Credits 4 / ECTS credits 10*
7FNCE009W	Financial Derivatives	7	Semester	20	US Credits 4 /

			1		ECTS credits 10*
7FNCE020W	Contemporary Finance	7	Semester 1	20	US Credits 4 / ECTS credits 10*
<b>Management and Marketing</b>					
7BUSS016W	Strategic Management	7	Semester 1	20	US Credits 4 / ECTS credits 10*
7MARK001W	International Marketing and Communications Management	7	Semester 1	20	US Credits 4 / ECTS credits 10*
<b>Organisations, Economy and Society</b>					
7BUSS001W	Economics for Management	7	Semester 1	20	US Credits 4 / ECTS credits 10*
7DVST002W	International Development Finance	7	Semester 1	20	US Credits 4 / ECTS credits 10*
7DVST004W	Managing Development Interventions	7	Semester 1	20	US Credits 4 / ECTS credits 10*
7ECON001W	Data Analysis	7	Semester 1	20	US Credits 4 / ECTS credits 10*
7ECON006W	International Economics	7	Semester 1	20	US Credits 4 / ECTS credits 10*
7ECON008W	Macroeconomic Analysis and Policy	7	Semester 1	20	US Credits 4 / ECTS credits 10*
7ECON009W	Managing Data	7	Semester 1	20	US Credits 4 / ECTS credits 10*
7ECON010W	Microeconomic Analysis and Policy	7	Semester 1	20	US Credits 4 / ECTS credits 10*
7ECON013W	Sustainable Energy Policy	7	Semester 1	20	US Credits 4 / ECTS credits 10*
7FNCE016W	Global Financial Markets	7	Semester 1	20	US Credits 4 / ECTS credits 10*
7HURM003W	Employee Relations	7	Semester 1	20	US Credits 4 / ECTS credits 10*

7HURM005W	Human Resource Management	7	Semester 1	20	US Credits 4 / ECTS credits 10*
7HURM006W	Human Resource Management in a Business Context	7	Semester 1	20	US Credits 4 / ECTS credits 10*
7HURM012W	Managing Human Resources	7	Semester 1	20	US Credits 4 / ECTS credits 10*
7HURM013W	Organisational Analysis, Design and Development	7	Semester 1	20	US Credits 4 / ECTS credits 10*
7HURM015W	People Resourcing	7	Semester 1	20	US Credits 4 / ECTS credits 10*
7HURM018W	Reward Management	7	Semester 1	20	US Credits 4 / ECTS credits 10*
7LEAD008W	Learning and Development	7	Semester 1	20	US Credits 4 / ECTS credits 10*

\* All transcripts are issued in UK credits. Please note the recommendation of a 4 US credit value equivalency is provided as guidance. Final credit values for all modules for US students are decided by your home institution and will be dependent on its credit transfer policies.

## Applied Management

### Purchasing Management

**Module Code:** 7BDIN004W

**Level 7**

**Semester 1**

**Location:** Marylebone

**UK Credit Value:** 20

**Equivalent Credit Value:** US Credits 4 / ECTS credits 10\*

The module purpose is for students to gain knowledge of the topic, including the purchasing management process, negotiation techniques, supplier appraisal and the buyer's role, purchasing in the supply chain, technology in e-procurement and collaborative relationships in the international supply system. The emphasis will be on the supply chain, both internationally and in e-business.

**Assessment:** Coursework (70%), Presentation (30%)

\*All transcripts are issued in UK credits.

### Managing Operations, Information and Knowledge

**Module Code:** 7BUSS010W

**Level 7**

**Semester 1**

**Location:** Marylebone

**UK Credit Value:** 20

**Equivalent Credit Value:** US Credits 4 / ECTS credits 10\*

This module is about running the organisation better, by exploiting internal and external information. Operations management is concerned with using human, material and financial resources, in order to deliver required products and services efficiently and effectively. The manager needs sound information to know about performance across

the whole organisation; and needs facts and figures about suppliers, customers and the rest of the organisation's environment. This is needed in order to plan, control, manage operations and make decisions, based on facts, figures and knowledge. This module develops a critical understanding of the sources and application of such information from a managerial (not a technical) viewpoint, and examines specific issues of managing operations. Clearly sound information management is needed within every department of the organisation, and at board level; therefore this module relates to all other course modules in terms of the information that they apply. Keywords: Information, Operations, Management, Planning, Control

**Assessment:** Presentation Group (35%), Coursework (65%)

\*All transcripts are issued in UK credits.

## Construction Law for Contract Management

**Module Code: 7CNMN005W**

**Level 7**

**Semester 1**

**Location: Marylebone**

**UK Credit Value: 20**

**Equivalent Credit Value: US Credits 4 /  
ECTS credits 10\***

This module will examine the legal context within which construction projects are procured, managed and delivered. It will investigate the key areas of the law that affect contract management including Tort, Contract, Statutory Legislation and Dispute Resolution.

**Assessment:** Coursework (50%), In-Class Test/Assignment exam conditions (50%)

\*All transcripts are issued in UK credits.

## Construction Project Planning

**Module Code: 7CNMN006W**

**Level 7**

**Semester 1**

**Location: Marylebone**

**UK Credit Value: 20**

**Equivalent Credit Value: US Credits 4 /  
ECTS credits 10\***

The key principles of construction project planning from initial briefing to managing the construction process. Analysis of management systems in the context of successfully coordinating and delivering a construction process. Monitoring and control systems

**Assessment:** Coursework (80%), Portfolio (20%)

\*All transcripts are issued in UK credits.

## Corporate Management

**Module Code: 7CNMN007W**

**Level 7**

**Semester 1**

**Location: Marylebone**

**UK Credit Value: 20**

**Equivalent Credit Value: US Credits 4 /  
ECTS credits 10\***

This module will investigate strategic management issues in relation to organisations that commission and deliver construction projects.

**Assessment:** Coursework (50%), In-Class Test/Assignment exam conditions (50%)

\*All transcripts are issued in UK credits.

## Procurement

**Module Code: 7CNMN011W**

**Level 7**

**Semester 1**

**Location: Marylebone**

**UK Credit Value: 20**

**Equivalent Credit Value: US Credits 4 /  
ECTS credits 10\***

The key stages in the process of procuring consultants and works contractor for construction projects. Critical success factors, client requirements, the statutory and legal framework UK & European, the concept of best value, shortlisting and pre-qualification.

**Assessment:** Coursework (70%), Coursework (30%)

\*All transcripts are issued in UK credits.

## Project Management

**Module Code: 7PJM005W**

**Level 7**

**Semester 1**

**Location: Marylebone**

**UK Credit Value: 20**

**Equivalent Credit Value: US Credits 4 /  
ECTS credits 10\***

This module will examine the importance of the project in the modern organisation with particular reference to managing projects. The key role of the project manager in orchestrating the project to successful completion will be emphasised, including the management of the following: planning, people, resources, delivery of the project, documentation, quality and change. Students will get a solid grounding in the theory and practice of project management using best practice methodologies (e.g. PRINCE2), based on the prevailing project management bodies of knowledge and will work on realistic case studies using a range of tools and project management computer software

**Assessment:** In-Class Test/Assignment exam conditions (30%), Presentation Group (20%), Coursework (50%)

\*All transcripts are issued in UK credits.

## Finance and Asset Management

**Module Code: 7PROP004W**

**Level 7**

**Semester 1**

**Location: Marylebone**

**UK Credit Value: 20**

**Equivalent Credit Value: US Credits 4 /  
ECTS credits 10\***

Central to the study of property as an investment, is an appreciation that property is a class of asset that can be physically managed, unlike many other types of investment. This module gives students grounding in property as an asset class and a practical and theoretical appreciation of the techniques and practices currently being used in the management of commercial property. Property valuation techniques will be introduced, and will be developed by other modules. As well as appreciating property as asset class, a thorough knowledge of accounting principles is required. In the financial element to of this module, issues relating to accounting principles and financial management accounts, and the implications of tax etc is considered Equally important is the appreciation of ratio analysis and strategy.

**Assessment:** Coursework (40%), In-Class Test/Assignment exam conditions (25%), Coursework (35%)

\*All transcripts are issued in UK credits.

## Site Assembly and Development

**Module Code: 7PROP010W**

**Level 7**

**Semester 1**

**Location: Marylebone**

**UK Credit Value: 20**

**Equivalent Credit Value: US Credits 4 /  
ECTS credits 10\***

A study of the main considerations and Valuation techniques required for the selection, assessment and development of a site for single use real estate development.

**Assessment:** Coursework (25%), Coursework (75%)

\*All transcripts are issued in UK credits.

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# Finance and Accounting

## Managerial Accounting

**Module Code: 7ACCN012W**

**Location: Marylebone**

**Level 7**

**UK Credit Value: 20**

**Semester 1**

**Equivalent Credit Value: US Credits 4 /  
ECTS credits 10\***

The module explores the role of accounting in the management of organisations and the development and application of managerial accounting concepts and techniques with emphasis on practical applications, critical appraisal, contemporary approaches and international perspectives.

**Assessment:** Coursework (30%), Examination - closed book (70%)

\*All transcripts are issued in UK credits.

## Financial Derivatives

**Module Code: 7FNCE009W**

**Location: Marylebone**

**Level 7**

**UK Credit Value: 20**

**Semester 1**

**Equivalent Credit Value: US Credits 4 /  
ECTS credits 10\***

This module provides both theoretical and practical foundations for learning about financial derivatives markets. The characteristics, valuations and applications of derivatives are explored in risk and investment management contexts. Instruction is based on a research-informed learning process. On the practical side, learning is underpinned with the latest market information and analytics drawn from the Bloomberg system in our purpose built Financial Markets Suite. Focus is on the following derivatives markets: Futures and Forwards; Asset and Credit Derivative Swaps and Options. Examples and case studies will focus on applications in investment and risk management.

**Assessment:** Group Coursework (40%), Examination - closed book (60%)

\*All transcripts are issued in UK credits.

## Contemporary Finance

**Module Code: 7FNCE020W**

**Location: Marylebone**

**Level 7**

**UK Credit Value: 20**

**Semester 1**

**Equivalent Credit Value: US Credits 4 /  
ECTS credits 10\***

This module aims to provide a detailed understanding of the main theoretical and empirical principles of financial decision-making in modern business enterprises. Financial theory is combined with practice to understand the following: sources of finance, capital investment strategies, weighted average cost of capital, capital structure, dividend policy, corporate value, modern portfolio theory and valuation of financial securities

**Assessment:** Coursework (30%), Examination - closed book (70%)

\*All transcripts are issued in UK credits.

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# Management and Marketing

## Strategic Management

**Module Code: 7BUSS016W**

**Location: Marylebone**

**Level 7**

**UK Credit Value: 20**

**Semester 1**

**Equivalent Credit Value: US Credits 4 /  
ECTS credits 10\***

This module introduces students to the principles and practices of strategic management and enables them to develop the skills and knowledge required to contribute to strategic decision making in organisations. By undertaking a group analysis project about a live company, students are provided with an opportunity to integrate their prior and ongoing learning and apply it to a real world situation. This project, which runs throughout the module, enables student to identify, and use, the appropriate analytical tools to identify strategic problems and to manipulate

complex and incomplete information. Keywords: strategic analysis, strategic decision making

**Assessment:** Presentation Group (30%), Examination - closed book (70%)

\*All transcripts are issued in UK credits.#

## International Marketing and Communications Management

**Module Code:** 7MARK001W

**Level 7**

**Semester 1**

**Location:** Marylebone

**UK Credit Value: 20**

**Equivalent Credit Value: US Credits 4 / ECTS credits 10\***

More than three decades after the idea of the 'global village' was conceptualised, different theories about the 'globalisation of markets' have developed and evolved. Where once it was believed that 'globalisation' would lead to 'homogenisation', contemporary thinking is far more nuanced as emerging economies, social trends and the expansion of networked technologies increasingly challenge ideas from the pre-digital era. This module examines contemporary global marketing issues from an applied and practical perspective. Providing an introduction to essential marketing principles, the module develops a thematic approach to 'international marketing' by exploring areas including culture, communication, innovation, distribution and sustainable marketing practices. Planned company visits (which may include field trip to an overseas (European) capital city) will form an integral part of the hands-on approach to teaching and learning where assessment is also largely driven by real-life business scenarios

**Assessment:** Presentation Group (40%), Coursework (60%)

\*All transcripts are issued in UK credits.

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# Organisations, Economy and Society

## Economics for Management

**Module Code:** 7BUSS001W

**Level 7**

**Semester 1**

**Location:** Marylebone

**UK Credit Value: 20**

**Equivalent Credit Value: US Credits 4 / ECTS credits 10\***

This module uses economic and quantitative analysis to understand the external influences on business on both a micro and macro economic level. The module explores the working of markets at various levels and how this affects business operations.

**Assessment:** Coursework (30%), End of Module Assessment (70%)

\*All transcripts are issued in UK credits.

## International Development Finance

**Module Code:** 7DVST002W

**Level 7**

**Semester 1**

**Location:** Marylebone

**UK Credit Value: 20**

**Equivalent Credit Value: US Credits 4 / ECTS credits 10\***

This module covers the problems of international development finance, which include growth disparities, PPP adjustment, stabilisation policies, financial crisis and policy implications, domestic financial system and domestic financial development, rural and micro finance, international agencies' approaches to development finance, aid, debt and other forms of finance, and the debt crisis in the developing and the developed countries.

**Assessment:** Coursework (30%), Examination - closed book (70%)

\*All transcripts are issued in UK credits.

## Managing Development Interventions

**Module Code: 7DVST004W**

**Level 7**

**Semester 1**

**Location: Marylebone**

**UK Credit Value: 20**

**Equivalent Credit Value: US Credits 4 /  
ECTS credits 10\***

This module provides both the practical skills and conceptual knowledge to enable students to evaluate the design and management of a range of development interventions framed in terms of projects, programmes, policy initiatives or other forms of development assistance. In line with emerging development policy initiatives and imperatives, the module looks at both donor-funded interventions and those that are market or private sector driven. Within the module students are encouraged to develop their own areas of interest and to explore the implications of policy and practice for particular agencies or constituencies and within specific countries or sectors.

**Assessment:** Presentation (50%), Coursework (50%)

\*All transcripts are issued in UK credits.

## Data Analysis

**Module Code: 7ECON001W**

**Level 7**

**Semester 1**

**Location: Marylebone**

**UK Credit Value: 20**

**Equivalent Credit Value: US Credits 4 /  
ECTS credits 10\***

This module develops the student's understanding and use of fundamental statistical and econometric techniques used in economics, namely, the Classical Linear Regression Model, Ordinary Least Squares and introduction to maximum likelihood estimation; testing linear restrictions; Chow test; problems of multicollinearity and misspecification; dummy variables; simultaneous estimation and the identification problem; autocorrelation; heteroscedasticity; time series analysis; stationarity; unit root tests; cointegration; error correction model; volatility modelling and forecasting; value-at-risk forecasting and model evaluation. Computing and econometrics software has seen substantial development during the last decades and students will learn to use these necessary tools.

**Assessment:** Coursework (30%), Examination - closed book (70%)

\*All transcripts are issued in UK credits.

## International Economics

**Module Code: 7ECON006W**

**Level 7**

**Semester 1**

**Location: Marylebone**

**UK Credit Value: 20**

**Equivalent Credit Value: US Credits 4 /  
ECTS credits 10\***

This module is concerned with both practice and theories of International trade and finance. It is related to issues such as classical and neo-classical trade theories, intra-industry trade, factor input mobility, trade policies, infant industry protection, economic integration, foreign investments, balance of payments, exchange rate regimes and their implications. It is designed to provide an in-depth understanding of the underlying reasons for trade, shortcomings of the classical trade theories and some of the more modern trade theories. The module provides an in-depth analysis of technical progress and its impact on countries and their trade partners. The module comprehensively addresses the range of trade barriers and trade policies that have been in place since the second world war. Students will learn different degrees of economic integration and the way they can contribute to an overall change in trade pattern and welfare of nations. It will also examine the theories that explain the reasons for capital movement and foreign direct investment. The module covers some of the international developments of the last two three decades and explores the factors that contributed to the evolution of the European Union and international debt crises of the 1980s.

**Assessment:** Presentation (40%), Examination - closed book (60%)

\*All transcripts are issued in UK credits.

## Macroeconomic Analysis and Policy

**Module Code: 7ECON008W**

**Level 7**

**Semester 1**

**Location: Marylebone**

**UK Credit Value: 20**

**Equivalent Credit Value: US Credits 4 /**



### ECTS credits 10\*

This module provides an overview of key concepts, theories and principles of macroeconomics. The general focus of the module is the examination of both macroeconomic theoretical foundations and empirical literature to develop the analytical framework of macroeconomics underpinning contemporary macroeconomic policy.

**Assessment:** Coursework (30%), Presentation (10%), Examination - closed book (60%)

\*All transcripts are issued in UK credits.

## Managing Data

**Module Code:** 7ECON009W

**Level 7**

**Semester 1**

**Location:** Marylebone

**UK Credit Value: 20**

**Equivalent Credit Value: US Credits 4 /  
ECTS credits 10\***

This module aims to equip students with fundamental statistical and econometric techniques for accessing and analysing data. The module deals with numerical information and techniques available for data analysis using appropriate computer-based packages. The module will build the students' understanding and use of fundamental statistical and econometric techniques, such as one-sample t tests; two-sample t tests; ANOVA analysis; Chi squared test; linear multiple regression and correlation analysis; diagnostic checking of the regression models; time series forecasting techniques. Students will learn to use a statistical packages (SPSS and Minitab) to analyse data. Knowledge of SPSS and the advanced application of Excel features will greatly help students to access employment opportunities after graduation.

**Assessment:** Coursework (100%)

\*All transcripts are issued in UK credits.

## Microeconomic Analysis and Policy

**Module Code:** 7ECON010W

**Level 7**

**Semester 1**

**Location:** Marylebone

**UK Credit Value: 20**

**Equivalent Credit Value: US Credits 4 /  
ECTS credits 10\***

The module will use microeconomic theory to analyse public policy issues. Firstly, it will critically analyse how models of individual choice can highlight policy analysis. Secondly, the module will discuss policy aspects of production and supply decisions. Finally, the module will investigate sources of market failure and institutional choices. We will also analyse competition policy in different countries.

**Assessment:** Coursework (30%), Examination - closed book (70%)

\*All transcripts are issued in UK credits.

## Sustainable Energy Policy

**Module Code:** 7ECON013W

**Level 7**

**Semester 1**

**Location:** Marylebone

**UK Credit Value: 20**

**Equivalent Credit Value: US Credits 4 /  
ECTS credits 10\***

The focus of this module is on energy economics and, in particular, on the role of markets in driving energy policy and strategy in both the short and long term. It covers a variety of theoretical and empirical topics related to energy demand, energy supply and energy prices, the influence of fiscal instruments on market operation and the importance of banks and financial institutions for the funding of energy projects. The first half of the module will explore a number of key themes and conceptual issues. These will include: an analysis of the structure and operation of oil, gas, coal, electricity and renewables markets and issues of price discovery, carbon trading, green taxes and subsidies; the role of banks and alternative sources of financing for oil and gas projects; an exploration of approaches to modelling and forecasting the supply, demand and price of energy and energy derivatives. The second half of the module will have a practical focus, with sessions led by guest speakers drawn from a range of

energy companies, renewables firms or from policy 'think-tanks'. These will take the form of short participative workshops exploring case studies on energy strategy and sustainability.

**Assessment:** Coursework (40%), Coursework (60%)

\*All transcripts are issued in UK credits.

## Global Financial Markets

**Module Code: 7FNCE016W**

**Level 7**

**Semester 1**

**Location: Marylebone**

**UK Credit Value: 20**

**Equivalent Credit Value: US Credits 4 /  
ECTS credits 10\***

This module is concerned with both practical and theoretical issues related to international financial markets. It is designed to provide an in-depth understanding of the structure and operation of foreign exchange markets, financial instruments used in global financial markets; and the operation of financial institutions such as banks and insurance companies whose operations expand across a number of financial markets and financial centres. The module comprehensively addresses the nature of economic exposure and foreign exchange risks that agents might face when operating across various countries. Students will learn how agents might try to avoid or take foreign exchange risk through hedging or speculation in the spot market or various derivative markets such as forward, futures and option markets. The module provides an in-depth analysis of the interest rate arbitrage and the range of activities that hedge funds and private equity funds are involved, and the way they operate in the international markets. It will also examine the theories that explain the reasons for capital movement and foreign direct investment, as well as international diversification in the form of International portfolio investments. The module covers some of the international developments in the last two three decades and explores the role of commercial banks in growth of international debt and the eventual debt crises, and sovereign default of the 1980s. It also provides a thorough analysis of the policies that contributed to the growth of emerging markets and implication of policies such as capital controls and stock market development for their economies, as well as an examination of factors that led to financial crisis in some of the emerging markets. Finally the module provides a discussion of microfinance and some of the factors that have contributed to the development of microfinance institutions and policies that countries need to adopt in relation to those institutions.

**Assessment:** Presentation (40%), Examination - closed book (60%)

\*All transcripts are issued in UK credits.

## Employee Relations

**Module Code: 7HURM003W**

**Level 7**

**Semester 1**

**Location: Marylebone**

**UK Credit Value: 20**

**Equivalent Credit Value: US Credits 4 /  
ECTS credits 10\***

The module aims to encourage students to develop and critically reflect upon their knowledge of UK employee relations from a number of different theoretical, ethical and behavioural perspectives. The holistic importance of ER within an organisation is emphasised so that students are aware of the importance of aligning HR policies with business strategy, change processes, employee involvement and organisational goals. Attention is focused on a wide range of practical influences and examples from the national and international arenas, covering areas such as: the psychological contract employee engagement, flexible working, workforce diversity, discipline, employee voice/involvement, union recognition and partnership agreements. Particular weight is placed on the ability to diagnose the causes of employee relations problems, to make practical suggestions for the resolution of these problems and to analyse the context in which they occur - whether they be in small or large, private or public, union or non-union organisations.

**Assessment:** Presentation (25%), Examination - closed book (75%)

\*All transcripts are issued in UK credits.

## Human Resource Management

**Module Code: 7HURM005W**

**Level 7**

**Semester 1**

**Location: Marylebone**

**UK Credit Value: 20**

**Equivalent Credit Value: US Credits 4 /  
ECTS credits 10\***

The module provides the students with opportunities to critically analyse and reflect upon contemporary approaches in human resource management and helps them to understand the strategic contribution of these in determining success of organisations. The module particularly focuses on the critical role line manager plays in enabling people to add value and achieve sustained level of superior performance.

**Assessment:** Presentation Group (30%), Coursework (20%), Examination - restricted (50%)

\*All transcripts are issued in UK credits.

## Human Resource Management in a Business Context

**Module Code: 7HURM006W**

**Level 7**

**Semester 1**

**Location: Marylebone**

**UK Credit Value: 20**

**Equivalent Credit Value: US Credits 4 /  
ECTS credits 10\***

This module provides learners with an understanding of the principal environmental contexts of contemporary organisations within which managers, HR professionals and other employees interact in conditions of change and uncertainty. It also examines how organisations respond to these dynamic environmental contexts.

**Assessment:** In-Class Test/Assignment exam conditions (50%), Examination - closed book (50%)

\*All transcripts are issued in UK credits.

## Managing Human Resources

**Module Code: 7HURM012W**

**Level 7**

**Semester 1**

**Location: Marylebone**

**UK Credit Value: 20**

**Equivalent Credit Value: US Credits 4 /  
ECTS credits 10\***

This module explores the research evidence on effective approaches to human resource (HR) practice and the implications for organisational success. It also examines the theory and practice of leadership and management and provides a foundation for specialist modules in human resource management (HRM) and human resource development (HRD).

**Assessment:** Coursework (50%), Examination - closed book (50%)

\*All transcripts are issued in UK credits.

## Organisational Analysis, Design and Development

**Module Code: 7HURM013W**

**Level 7**

**Semester 1**

**Location: Marylebone**

**UK Credit Value: 20**

**Equivalent Credit Value: US Credits 4 /  
ECTS credits 10\***

Uses concepts and modes of analysis from the social sciences to develop a mastery of both practical and theoretical issues in the study of organisations and their development. Examines ways in which employee attitudes, organisational structures, technologies, work processes, cultures and the relations of authority, power and conflict or co-operation that they engender may be linked to wider social factors influencing organisational processes, design and development.

**Assessment:** Coursework (50%), End of Module Assessment (50%)

\*All transcripts are issued in UK credits.

## People Resourcing

**Module Code: 7HURM015W**

**Level 7**

**Semester 1**

**Location: Marylebone**

**UK Credit Value: 20**

**Equivalent Credit Value: US Credits 4 /  
ECTS credits 10\***

The module concentrates on organisations' need to build, develop and retain effective teams of people with the necessary skills, attitudes and experience to achieve organisational objectives. The module combines a practical focus on recruitment, selection, retention and dismissal with an appreciation of the strategic approach to resourcing and talent management in a global context. This requires a thorough understanding of employment markets (global, national and local) and the full range of resourcing options, including permanent employees as well as agency workers, subcontractors, consultants and outsourcing. A special feature of this module is a one day employee selection interviewing skills workshop.

**Assessment:** Coursework (50%), Examination - restricted (50%)

\*All transcripts are issued in UK credits.

## Reward Management

**Module Code: 7HURM018W**

**Level 7**

**Semester 1**

**Location: Marylebone**

**UK Credit Value: 20**

**Equivalent Credit Value: US Credits 4 /  
ECTS credits 10\***

This module focuses on the management of reward systems. It explores total rewards in an organisational and international context and provides learners with the knowledge and understanding of environments in which reward professionals plan, implement and evaluate employee reward policies to support strategic organisational goals. The links between reward systems and employee behaviour is critically analysed using theory and case studies to develop understanding and analytical skills. Coverage includes recent developments in pay systems, benefits, job evaluation and contingent reward, as well as the essential skills and techniques of setting pay levels and managing pay; all within a legal, ethical and market context.

**Assessment:** Coursework (50%), Examination - closed book (50%)

\*All transcripts are issued in UK credits.

## Learning and Development

**Module Code: 7LEAD008W**

**Level 7**

**Semester 1**

**Location: Marylebone**

**UK Credit Value: 20**

**Equivalent Credit Value: US Credits 4 /  
ECTS credits 10\***

The module provides the theoretical underpinning necessary to understand the learning and development (L & D) process within an organisational context. Learners apply this knowledge to organisations to produce an informed, systematic and practical approach. Short tutor inputs will be developed through a variety of learning methods including discussions, case studies, seminars, workshops, exercises, and skill development activities. The programme is essentially learner-centred. The programme team of Course Tutors will seek to model the experiential learning cycle. Learners' personal contributions will therefore be a critical factor in influencing the successful achievement of the learning outcomes. Current experience will be used wherever possible. This will be supported throughout the module by current relevant theoretical underpinning.

**Assessment:** Coursework (40%), Coursework (60%)

\*All transcripts are issued in UK credits.