| Module | IT Skills |
| --- | --- |
| Course code | BABSH-ITS |
| Credits | 5 |
| Allocation of marks | 100% Continuous Assessment |

## Intended Module Learning Outcomes

On successful completion of this module, the learner will be able to:

1. Demonstrate essential skills in the application of the key components of information technology
2. Select appropriate IT skills to facilitate their educational and professional development.
3. Describe how IT concepts shape the business environment
4. Demonstrate advanced practical skills in the most common office applications such as MS word, MS Excel, MS PowerPoint and MS Access.

## Module Objectives

The objectives of this module are, to outline the role of IT and IS processes so as to enable business learners to understand their importance and to show how they can be effectively utilised to the benefit of an organisation. The module also seeks to enable the learners to develop practical IT skills which are an essential component of the modern business environment. Finally it seeks to develop the learners' understanding of general IT concepts to see how they can be used in the business world.

## Module Curriculum

### Role of IT in business and related Information systems applications

- Relationship between IT and business
- What are Information systems?
- Types of information systems
- Business applications as Information systems
- Information systems security

### Internet

- Business email in Practice
- Browsers and search engines
- Successful web browsing and effective search techniques
- Networks

### Databases

- Introduction to databases
- How is a database used
- Database objects

- How to design and create a database
- Implementing a database

**Business and Office applications**

### Microsoft Access
- Introduction to setting up a database
- Database objects
- Tables
- Queries
- Forms
- Reports
- Relationships

### Microsoft Excel
- Spreadsheet terminology and useful tips
- Spreadsheet formatting including conditional formatting
- Spreadsheet formulae including advanced financial functions
- Lookup functions and Pivot Tables for analysing data
- Spreadsheet tools to aid managerial decision making including what if scenario modelling and Goal seeking tools
- Advanced Spreadsheet charts and other useful objects
- Spreadsheet layout and printing for the efficient manager
- Working with multiple spreadsheets and linking them together

### Microsoft PowerPoint
- Uses of PowerPoint
- Designing a presentation
- Building a presentation
- Using the master slide
- Enhancing a presentation with advanced animation
- Running the presentation and advanced options while presenting

### Microsoft Word
- Creating and editing a word document
- Formatting a word document including advanced formatting
- Use of tables in word
- Use of SmartArt tools
- Styles and setting up a table of contents
- Inserting objects in a word document
- Advanced features
- Linking word with other applications

| Module | Business Information Systems |
|---|---|
| Course code | BABSH-BIS |
| Credits | 5 |
| Allocation of marks | 30% Continuous Assessment |
| | 70% Final Examination |

## Intended Module Learning Outcomes

On successful completion of this module, the learner will be able to:

1. Apply appropriate features of MS Excel, MS Access and MS Project in order to solve business problems at operational or strategic level
2. Display a critical awareness of best practice in relation to business information systems development projects
3. Differentiate between business information systems used at different levels of the business organisation
4. Assess the strategic significance of business information systems and appreciate best practice in business information systems service management
5. Classify the various options available to a business when acquiring a new business information system

## Module Objectives

This module is designed to progress learners' IT skills to a level where they are confident in their ability to use advanced tools to aid decision making as needed by managers. It also seeks to engender an appreciation of the importance of business information systems in the day to day workplace.

## Module Curriculum

### BIS Introduction

- What are BIS
- Role of BIS in the Organisation
- Types and Hierarchy of BIS

### BIS Applications

- MS Excel as a BIS – Financial formulae, goal seeking, scenarios, what if analysis, charting, pivot tables and solver
- MS Access as a BIS – Tables, Forms, reports and queries, links to excel
- MS Project as a BIS – Gantt charts, critical paths, managing a BIS project

### BIS Strategy

- Data
- Data Analytics
- Big Data

**BIS Management**

- Planning:  Gantt Charts & Critical Tasks and Critical Path
- Work breakdown structures and Network diagrams
- Management: Key PMBOK knowledge management areas
- Methodologies: PRINCE 2 and Role of PMI

**BIS Development/Acquisition**

- Packaged Software versus Bespoke software
- End User Computing
- Open and closed source software options
- Systems Development Lifecycle (SDLC) - Waterfall, Agile/Scrum methodology
- Role of Cloud computing in BIS

**BIS Service Management**

- Procurement
- Outsourcing
- Business Continuity Plans & Risk Analysis

**BIS Security and Ethics**

- Security dimensions
- Security threats – most recent and damaging
- Security Solutions
- Ethical issues and their BIS significance

| Module | Digital Marketing |
|---|---|
| **Course code** | BABSH-DM |
| **Credits** | 5 |
| **Allocation of marks** | 40% Continuous Assessment |
| | 60% Final Examination |

## Intended Module Learning Outcomes

On successful completion of this module, the learner will be able to:

1. Explain the role and importance of digital marketing in a rapidly changing business landscape
2. Discuss the key elements of a digital marketing strategy
3. Illustrate how the effectiveness of a digital marketing campaign can be measured
4. Demonstrate advanced practical skills in common digital marketing tools such as SEO, SEM, Social media and Blogs

## Module Objectives

The primary objective of this module is to examine and explore the role and importance of digital marketing in today's rapidly changing business environment. It also focusses on how digital marketing can be utilised by organisations and how its effectiveness can measured.

## Module Curriculum

- Introduction to digital marketing
- Digital Strategy and Planning
- Website marketing tools
- Digital content – website, blogs, email, webinars, videos, podcasts, e-zines, PPC advertising
- Social Media and Social Bookmarking – Facebook, Twitter, Pinterest, Instagram, YouTube and YouTube channels and emerging social medias
- Search Engine Marketing – What it is, how it works and how to make it work!
- Search Engine Optimisation -What it is, how it works and how to make it work!
- Measuring Digital media performance
- Ecommerce, Tcommerce and Mcommerce
- Implementing the digital marketing plan
- Website design /development for digital marketing
- Mastering Google - AdWords Advertising, Analytics & Applications

| Module | Human Resource Management |
|---|---|
| Course code | BABSH-HRM |
| Credits | 10 |
| Allocation of marks | 50% Continuous Assessment |
| | 50% Final Examination |

## Intended Module Learning Outcomes

On successful completion of this module, the learner will be able to:

1. Discuss how human resource management has changed and evolved.
2. Evaluate and apply the policies, practices and procedures that an employer/manager needs to be familiar with.
3. Discuss the key skills of HRM including recruitment and selection of staff, training and development of staff, performance management and reward management.
4. Analyse current best practice in the HR function

## Module Objectives

This module aims to introduce learners to the main areas that an employer should or in most cases, are legally obliged to attend to with regard to the employment and management of people. It examines processes, practices, and procedures associated with HRM management and administration. This module draws upon the foundations of the employment legislation material covered in Legal Aspects of Business in Year 1 of the programme.

## Module Curriculum

### Introduction

- Introduction to managing people
- Personnel v's HRM
- The hard and soft approaches to managing people
- The changing working environment

### Recruitment and selection of staff

- Job analysis and design
- Person specification
- Marketing
- Review of applications
- Interview
- Selection
- Induction

### Employee/employer communication and engagement

- Contracts of employment

- The psychological contract
- Employee participation

**Performance management and reward**

- Methods of performance management
- The link with reward
- Negotiation Skills
- Issues with performance management
- The international environment

**Policies and procedures**

- The benefit of policies and procedures
- Types of policies and procedures, eg, absence management policies,
- Disciplinary procedures
- Grievance procedures
- Health and Safety

**Employment law**

- The impact of EU legislation
- The changing legal framework of the workplace
- Increased regulation and the impact of HR policies and practices

**International HRM**

- Recruitment and selection
- Diversity management
- Mergers and acquisitions

**Training and development of staff**

- Methods
- Benefits
- Weaknesses

**Strategic HRM**
- Developing a HR plan
- Planning for the future in an international business environment
- work life balance

| Module | Enterprise and Innovation |
|---|---|
| Course code | BABSH-EI |
| Credits | 10 |
| Allocation of marks | 100% Project |

## Intended Module Learning Outcomes

On successful completion of this module, the learner will be able to:

1. Evaluate the viability of a new product/service/business idea
2. Distinguish and evaluate key competitive advantage(s)
3. Investigate market opportunities both nationally and internationally
4. Experiment with methods of bringing the product/service/business idea to market

## Module Objectives

Learning about enterprise and innovation focuses mainly on how the learner learns rather than what they learn. The objective is to develop in each learner a set of generic transferable enterprise skills that enable the learner to succeed in the changing business environment that they will be entering. The focus of this module is on action by doing. The aim is to give support to the development of learners' entrepreneurial behaviour and encourage the creation and generation of business opportunities. It provides learners with knowledge and a practical understanding of the key tasks required to: create ideas, seek solutions to problems, establish, manage and grow a new or existing venture in a challenging international business and present and defend their ideas. A key element is to encourage learners to be aware that the module is designed to support learners who wish to start an entrepreneurial venture, those who wish to work in small and medium firms including the family business and to those learners who will be employees – to be aware that all businesses want their staff to add value to the organisation.

## Module Curriculum

### Introduction

- What are the concepts of enterprise and innovation?
- How does it impact on business/society?
- Why is it important?
- Can entrepreneurial behaviour be learned?

### Skills for enterprise and innovation

- Networking
- Team building
- Thinking outside the box
- Creation and protection of ideas

**Identification of opportunities**

- Working from ideas to opportunities
- Recognising and exploring business opportunities
- Opportunity mapping

**From Opportunity to action**

- Assessing, evaluating and selecting the best opportunities
- Defining opportunities
- Types of opportunity
- Current and future opportunities

**Planning to realise an opportunity**

- Why plan, how to plan and what to plan
- What should the plan include?
- Business model and process planning
- Financial, investment and market planning
- Presenting the plan

**Acting on opportunities**

- Apply and learn from critical success factors and causes of failure in early stage ventures
- Develop, implement and review strategies for the new venture
- Analyse and reflect on entrepreneurial management capabilities and practical theories of 'what works', both personally and in relation to venture management

**Ownership and reflection**
- Assess the emerging issues in entrepreneurship and the implications for the learner, in personal, career and academic dimensions
- Review the learners career goals and develop an entrepreneurial career plan
- Develop the learners' skills in entrepreneurial and career networking

# STAGE 3

| Module | International Business Environment |
|---|---|
| Course code | BABSH-IBE |
| Credits | 10 |
| Allocation of marks | 40% Continuous Assessment |
| | 60% Final Examination |

## Intended Module Learning Outcomes

On successful completion of this module, the learner will be able to:

1. Appraise the theories and practice of international business.
2. Assess the key factors driving international business and the global economy.
3. Discuss the different political/legal, cultural, financial and economic environments encountered in the international marketplace.
4. Evaluate strategies used by international enterprises to support successful international operations.
5. Analyse government intervention in International Business
6. Discuss different levels of cross national cooperation and agreements that provide preference for member countries.

## Module Objectives

This module provides a comprehensive introduction to the interdisciplinary subject of international business.  Here we examine the economic and financial underpinnings of international business, and the more subtle organisational and cultural issues increasingly crucial to business success.  This module analyses the competitive environment and provides a strategic view of international business.  Through participation on this module, learners are provided with an opportunity to synthesize and apply existing knowledge across several disciplines.

## Module Curriculum

### The Nature of International Business

- Introduction: What is International Business?
- Globalisation drivers and the Internationalisation of the firm
- Theories of International Trade and Investment

### Political and Legal Systems in National Environments

- Country-level factors
- International Institutions
- Governmental Influence on Trade

### The International Economic Environment

- Regional Economic Integration

- Emerging Economies

## Global Foreign Exchange and Capital Markets

- The Determination of Exchange Rates
- Understanding the International Monetary System

## The Cultural Environments Facing Business

- Key Dimensions of Culture
- Communicating across Cultures
- Cross-cultural Negotiation and Decision-Making

## Technological Factors

- Country-level international technological standards
- Country-level international infrastructural levels

## International Strategy

- Global, Multinational and international strategies
- National Competitiveness
- Strategy in the multiple-country context

| Module | Brand Management |
| --- | --- |
| Course code | BABSH-BMM |
| Credits | 5 |
| Allocation of marks | 40% Continuous Assessment |
| | 60% Final Examination |

## Intended Module Learning Outcomes

On successful completion of this module, the learner will be able to:

1. Demonstrate knowledge of the nature and processes of branding and brand management.
2. Evaluate the scope of brand management activity across the overall organisational context and analyse how it relates to other business areas.
3. Appraise the key issues in managing a brand portfolio and making strategic brand decisions.
4. Formulate and justify brand development decisions
5. Analyse and discuss contemporary brand related problems and develop appropriate strategies and initiatives.

## Module Objectives

The development and management of brands is a key marketing activity, central to the rest of the marketing strategy. This module aims to develop learner's knowledge of branding frameworks, strategies and brandings role within business and society. By the end of this module learners should fully appreciate the value of a brand to an organisation.

## Module Curriculum

### Overview of Brand Management
- Brand Equity
- Brand identity and image, corporate identity.
- Functions of branding

### Key Issues in Brand Development
- Types of brands
- Brand creation.
- Brand extensions.
- Brand portfolios.

### Brand Analysis
- The brand audit.
- Interbrand and BrandZ classifications and methodologies

### Creating Brand Equity
- Customer based brand equity
- Sources of brand equity
- Building a strong brand
- Branding and corporate reputation

**Brand Strategy Implementation**

- Brand Communities
- Implications for communications
- Managing brand portfolios
- Brand Culture
- Branding and Society

| Module | Supply Chain Management |
|---|---|
| **Course code** | BABSH-SCM |
| **Credits** | 5 |
| **Allocation of marks** | 40% Continuous Assessment |
| | 60% Examination |

**Intended Module Learning Outcomes**

On successful completion of this module, the learner will be able to:

1. Assess the role of supply chain management
2. Explain the important contribution that supply chain management can make in enhancing customer service and differentiating organisations in the face of competitive markets.
3. Examine the role of technology in the supply chain and how technology may be leveraged to gain competitive advantage
4. Describe the critical role of supplier selection, development and management in establishing high-performing supply chains.
5. Analyse an optimised supply chain for a particular business and context.
6. Design an optimised supply chain.

**Module Objectives**

This module examines in detail the subject of supply chain management. The module assesses the importance of identifying, assessing, controlling and managing supply chains in a business context. Learners will gain an appreciation of supply chain best practice and examine the relationship between supply chain management, technology and strategy.

**Module Curriculum**

- Building a Strategic Framework to Analyse Supply Chains
- Designing the Supply Chain Network
- Planning Demand and Supply in a Supply Chain
- Planning and Managing Inventories in a Supply Chain
- Designing and Planning Transportation Networks
- Managing Cross-Functional Drivers in a Supply Chain

| Module | Project Management |
|---|---|
| **Course code** | BABSH-PM |
| **Credits** | 5 |
| **Allocation of marks** | 50% Continuous Assessment |
| | 50% Final Examination |

## Intended Module Learning Outcomes

On successful completion of this module, the learner will be able to:

1. Discuss the importance of a structured approach to project management.
2. Create a project plan for a project scenario that includes key tasks, critical path, dependencies and realistic timeframes.
3. Apply various tools and techniques to initiate, plan and evaluate a project.
4. Evaluate the critical role of resource allocation to projects.
5. Analyse the monitoring and control approaches in a project.

## Module Objectives

This module examines in detail the subject of project management. The module assesses the importance of identifying, assessing, controlling and managing projects in a business context. Learners gain an appreciation of project management best practice and assess the relationship between project management, technology and strategy.

## Module Curriculum

- Introduction: Why Project Management?
- The Organizational Context: Strategy, Structure, and Culture
- Leadership and the Project Manager
- Scope Management
- Proper Definition of Business Requirements
- Stakeholder Management
- Communications and Change Management
- Project Team Building, Conflict, and Negotiation
- Risk Management
- Cost Estimation and Budgeting
- Project Scheduling: Networks, Duration Estimation, and Critical Path
- Project Scheduling: Lagging, Crashing, and Activity Networks
- Critical Chain Project Scheduling
- Resource Management
- Project Evaluation and Control
- Project Closeout and Termination

| Module | Audit and Assurance |
|---|---|
| Course code | BABSH-AA |
| Credits | 5 |
| Allocation of marks | 20% Continuous Assessment |
| | 80% Final Examination |

## Intended Module Learning Outcomes

On successful completion of this module, the learner will be able to:

1. Evaluate the nature, purpose and scope of an audit and the legal, regulatory and ethical framework for auditing.
2. Distinguish between the respective roles and responsibilities of directors and internal and external auditors
3. Demonstrate how the auditor obtains and accepts audit engagements and conducts a detailed investigation into an audit client to identify the risks of material misstatement (whether arising from fraud, error or other irregularities)
4. Describe the nature of internal control systems of relevance to the audit, including IT systems
5. Identify and apply the procedures required to evaluate control risk, including communication of the weaknesses, impacts and professional recommendations to those charged with governance and management
6. Devise an overall audit strategy, identify and formulate the audit tests and evidence required to meet the objectives of audit assignments to comply with the International Standards on Auditing
7. Analyse how subsequent events review and going concern assessment informs the conclusions in the auditor's report
8. Describe the key basic component elements of the Auditor's Report, and identify and analyse matters that impact on the wording of audit reports, including those that affect the auditor's opinion and those that do not affect the auditor's opinion

## Module Objectives

This module focuses on the legal and regulatory environment of the assurance engagement and the professional and ethical considerations for the assurance provider. It also seeks to provide the learner with the ability to identify, analyse and conclude on an assurance engagement in the context of best practice.

## Module Curriculum

### Audit Framework

- Objectives and general principles of external audit engagements
- Statutory audits, accountability, stewardship and agency
- Limited and non-assurance engagements

### The legal and regulatory environment and sources of authority for audit and assurance services

- Statutory regulations governing the appointment, rights, duties, removal and resignation of auditors
- Authority of national and international standard setting bodies
- International standard-setting process
- Provisions of International Codes on Corporate Governance (e.g. OECD) and their relevance to auditors
- Role and function of an Audit Committee

## Laws and regulations

- Responsibilities of management and auditors in relation to compliance with laws and regulations
- Non-compliance with laws and regulations - Auditors considerations and plan of audit procedures required
- Respective responsibilities of management and auditors for fraud and error
- Current and future role of auditors in preventing, detecting and reporting fraud and error.
- Recognition of necessity to withdraw from an engagement

## Money laundering

- Scope of offences that could be committed by the auditor and protection from liability
- Auditor compliance with Money Laundering regulations

## Professional Liability

- Auditor negligence and the criteria for recognition of legal liability
- Limiting auditor liability and the effect on opinions, and the implications for the auditor and the profession
- Audit failures, expectation gap, bridging the expectation gap

## Professional and Ethical considerations

- Code of Ethics for Professional Accountants
- Fundamental principles of behaviour and conceptual framework approach
- Threats to compliance with fundamental principles and available safeguards

## Internal Audit

- Scope, functions and limitations of internal audit, the nature and extent of internal audit assignments
- Outsourced internal audit functions
- Differences between the role of internal audit and external audit

## Practice Management

### *Quality Control*

- Purpose of quality control of audit and other assurance engagements
- Elements of an audit firm's system of quality control

*Advertising, publicity, obtaining professional work and fees*

- Acceptability of advertisements and promotional material
- Establishing and negotiating fees, ethical and professional considerations

*Professional Appointments*

- Tendering for audit engagements
- Considerations and procedures for acceptance of new client/ Continuation with existing clients
- Scope and terms of an engagement
- Engagement letter

*Planning, materiality and assessing risk of material misstatement*

- Understanding the entity and its environment
- Assessment of Audit risk, Business risk, Control risk and Risk of material misstatement
- Analytical procedures and other risk assessment procedures
- Other planning considerations
- Concepts of materiality and performance materiality

*Evidence*

- Audit evidence to verify different elements of financial statements
- Sources, reliability and techniques for obtaining audit evidence
- Nature, timing and extent of audit procedures in given situations
- Tests of control and substantive procedures
- Working papers
- Related party transactions
- Management representations
- Reliance on third parties; Experts, Internal audit, Service organisations

*Evaluation and review*

- Review procedures, evaluation of findings
- Material misstatement/material inconsistencies – actions by auditor
- Auditor responsibility for comparative figures, other information in the financial statements, subsequent events and going concern

*Group audits*

- Accepting appointment as principal auditor to a group
- Organisation, planning, management and administration of group audits
- Using the work of component auditors
- Letters of support ("Comfort letters")
- Implications of qualified audit reports for one or more group members

## Reporting

- Audit reports: Unqualified, Qualified, Unmodified and Modified
- Reports to Management and those charged with Governance

- Other reports

**Current issues and development**

- Information technology
- Current legal, ethical, professional and practice management matters affecting the profession.

| Module | Consumer Behaviour |
|---|---|
| Course code | BABSH-CB |
| Credits | 5 |
| **Allocation of marks** | 40% Continuous Assessment |
| | 60% Final Examination |

## Intended Module Learning Outcomes

On successful completion of this module, the learner will be able to:

1. Analyse the role of consumer behaviour in marketing strategy formulation.
2. Appraise the major models of consumer decision making processes and the key influences on these processes.
3. Evaluate the social and environmental contexts in which consumption decisions are made.
4. Integrate these consumer theories in terms of key marketing decisions.
5. Develop and defend marketing recommendations based on consumer analysis.
6. Demonstrate critical awareness of the ethical considerations and professional practice relating to consumer behaviour.

## Module Objectives

Consumer behaviour is a multi-disciplinary subject which alerts us to the need to consider marketing activities in relation to other behavioural sciences, particularly, social psychology, sociology, anthropology and economics.  It examines social factors such as class, status, the influence of the family and peer groups and their contribution to the decision making process of the buyer.  It also incorporates the salient issues of cultural change and the development of distinctive subcultures.

This module examines and develops understanding of the complexities of consumer behaviour in a variety of different environments.  The key focus of the module is to enable learners to appreciate the importance of consumers and to adopt a sophisticated approach to understanding consumer behaviour, as a key input to marketing strategy.

## Module Curriculum

### Development of Consumer Behaviour

- Overview of Consumer Behaviour
- Marketing & Consumers – Ethical and Legal Considerations
- Interdisciplinary Nature of Consumer Behaviour

### Psychological Factors Relating to Consumer Behaviour

- Perception
- Learning & Memory
- Classical and Operant Conditioning
- Vicarious Learning

- Motivation and Emotion
- Beliefs and attitudes
- Self-concept and Lifestyle

## Consumers as Decision Makers

- Individual Decision Making Processes
- Situational Influences
- The Shopping Environment
- Group Buying Behaviour
- Opinion Leadership & Reference Groups
- The Family Group
- Family Buying Behaviour

## Culture & Society

- Society & Class Structures
- Cultural Influences on Consumer Behaviour
- Sub-cultures
- Fashion Systems – Innovation Adoption

## Developing Consumer Driven Marketing Strategies

- The Role of Consumer Behaviour in Marketing Decisions
- Ethical Considerations in Marketing to Consumers

| Module | Advanced Financial Management |
|---|---|
| Course code | BABSH-AFM |
| Credits | 5 |
| Allocation of marks | 20% Continuous Assessment |
| | 80% Final Examination |

## Intended Module Learning Outcomes

On successful completion of this module, the learner will be able to:

1. Critically evaluate the impact of financial decisions on the strategic direction of the organisation
2. Identify and evaluate the exposure of a company to financial risk and the techniques required to manage this risk
3. Explain alternative sources of finance and investment opportunities and their suitability in particular circumstances
4. Evaluate complex investment appraisal situations and appreciate the importance of the cost of capital to the organisation and how the capital structure chosen will impact upon this
5. Analyse the key strategic financial issues that must be considered in an acquisition or merger, including valuation of the target company
6. Analyse a company's performance and make appropriate recommendations.

## Module Objectives

This module follows on directly from *Financial Management* covered earlier in the programme. The elements outlined in the module curriculum of *Financial Management* will also be addressed as part of this module.

The objectives are to:

- Further explore the principles outlined in *Financial Management*
- Introduce topics appropriate to the strategic aspects of finance including the impact of risk on the organisation and the various techniques to manage same; calculation of the cost of capital; corporate reorganisation; corporate governance and the global financial environment.
- Provide the learner with the skills to evaluate complex investment situations

## Module Curriculum

### Objectives of Financial Management

- The relationship between Financial Management and Financial and Management Accounting
- Identify and describe the financial objectives of organisations
- Identify the various stakeholders and their objectives
- Examine Agency Theory and the ways to achieve shareholder objectives
- Financial objectives in Not-For-Profit organisations

**Advanced Investment Appraisal**

- Advanced capital investment decisions.
- Impact of inflation and taxation in investment appraisal process
- Risk and uncertainty in investment appraisal including sensitivity analysis, use of a risk adjusted discount factor, simulation, probability analysis and scenario analysis.
- Specific investment decisions (lease or buy decisions; asset replacement, single period capital rationing)

**Cost of Capital and Capital Structure**

- Calculation of the cost of various sources of finance
- Calculation of the Weighted Average Cost of Capital (WACC)
- Use of Dividend Valuation Model and Capital Asset Pricing Model (CAPM)
- Understand the various theories regarding the optimal capital structure

**Business Valuations**
- Rationale for mergers and acquisitions
- Methods of financing an acquisition including cash, debt and share for share exchanges.
    - Defence tactics against a hostile takeover.
    - Regulatory aspects of mergers and acquisitions.
- Models for the valuation of companies (asset based, income based and cash flow based models).
- Efficient Market Hypothesis (EMH) and the practical considerations in the valuation of shares

**Risk Management**
- Nature, types of risk and approaches to risk management
- Hedging techniques for foreign currency risk including:
    - currency of invoice
    - netting and matching
    - leading and lagging
    - forward exchange contracts
    - foreign currency options
    - money market hedging
    - asset and liability management

**Hedging techniques for interest rate risk including:**

- matching and smoothing
- asset and liability management
- forward rate agreements

**Performance Appraisal**

- Analysis of the performance of an organisation
- Understand the key ratios (profitability, liquidity, efficiency, gearing and investor) which are used in the evaluation of a company's performance
- Interpret the results and make recommendations for improvement

## BA (Hons) in International Hospitality Management

## STAGE 1

| Module | Financial Accounting |
|---|---|
| Course code | BAIHH-FA |
| Credits | 5 |
| Allocation of marks | 30% Continuous Assessment |
| | 70% Final Examination |

## Intended Module Learning Outcomes

On successful completion of this module, the learner will be able to:

1. Analyse the role of accounting in different types of business entities in the hospitality industry
2. Determine the information needs of the different user groups of financial accounting
3. Demonstrate an understanding of accounting terminology, basic accounting concepts and principles
4. Employ the techniques of double entry accounting to various financial transactions in business
5. Choose the correct accounting treatments for current and non-current assets and liabilities, revenue, expenses and equity
6. Prepare and present basic financial statements for sole trader organisations in the hospitality industry
7. Respond to specific accounting problems through the preparation of control accounts, bank reconciliations and depreciation calculations of non-current assets.

## Module Objectives

This module introduces learners to basic accounting concepts and principles, and explains how they apply to business entities.  It exists to ensure that learners are aware of the importance of the recording and management of money to the success of an organisation.  Moreover, this module allows learners the opportunity to deal with specific accounting situations that arise in business entities in the hospitality industry.  Furthermore, learners respond to various scenarios to prepare year-end financial statements for organisations in the hospitality industry.

## Module Curriculum

**Introduction to Accounting**:

- Role of accounting
- Various business entities
- Users of accounting information
- Types of financial transactions
- Regulatory framework

**Accounting Principles and Concepts:**

- Terminology
- Accounting concepts – prudence, going concern, accruals
- The accounting equation

**Accounting Records, Procedures and Systems:**

- Books of original entry
- Theory and practice of double-entry bookkeeping
- Ledger accounts
- Trial balance

**Recording Transactions and Events:**

- Capital and revenue expenditure
- Accounting for inventory
- Cost of goods sold
- Journals and suspense accounts

**Accruals and Prepayments**:

- Definition of accruals and prepayments
- Preparation of ledger accounts for accruals and prepayments
- Impact of accruals and prepayments on final accounts

**Depreciation of Non-Current Assets:**

- Definition of depreciation of non-current assets
- Straight-line depreciation calculation
- Reducing balance depreciation calculation
- Preparation of ledger accounts for depreciation
- Profit/Loss on disposal of non-current assets
- Impact of depreciation on final accounts

**Control accounts and Bad Debts**:

- Introduction to control accounts
- Bad debts
- Provision for bad/doubtful debts

**Bank Reconciliation Statements:**

- Explanation of business bank statements
- Recognition of errors in bank statements and business records
- Correcting the business bank account
- Preparing a bank reconciliation statement

**Income Statement:**

- Preparation of comprehensive income statement
- Sole trader in hospitality
- Recognition of significance of profit/loss

**Statement of Financial Position:**

- Preparation of statement of financial position
- Delineation of assets, liabilities and capital
- Sole trader in hospitality

| Module | Information Technology Skills |
|---|---|
| **Course code** | BAIHH-IT |
| **Credits** | 5 |
| **Allocation of marks** | 100% Continuous Assessment |

**Intended Module Learning Outcomes**

On successful completion of this module, the learner will able to:

- Demonstrate essential skills in the application of the key components of information technology
- Select appropriate IT skills to facilitate their educational and professional development.
- Describe how IT concepts shape the business environment
- Demonstrate advanced practical skills in the most common office applications such as MS word, MS Excel, MS PowerPoint and MS Access.

**Module Objectives**

The objectives of this module are to outline the role of IT and IS processes so as to enable business learners to understand their importance and to show how they can be effectively utilised to the benefit of an organisation.  The module also seeks to enable the learners to develop practical IT skills which are an essential component of the modern business environment.  Finally it seeks to develop the learners' understanding of general IT concepts to see how they can be used in the business world

**Module Curriculum**

- Role of IT in business and related Information systems applications
- Relationship between IT and business
- What are Information systems?
- Types of information systems
- Business applications as Information systems
- Information systems security

- Internet
- Business email in Practice
- Browsers and search engines
- Successful web browsing and effective search techniques
- Networks

- Databases
- Introduction to databases
- How is a database used
- Database objects
- How to design and create a database
- Implementing a database

- Business and Office applications
- Microsoft Access
- Introduction to setting up a database
- Database objects
- Tables
- Queries
- Forms
- Reports
- Relationships

- Microsoft Excel
- Spreadsheet terminology and useful tips
- Spreadsheet formatting including conditional formatting
- Spreadsheet formulae including advanced financial functions
- Lookup functions and Pivot Tables for analysing data
- Spreadsheet tools to aid managerial decision making including what if scenario modelling and Goal seeking tools
- Advanced Spreadsheet charts and other useful objects
- Spreadsheet layout and printing for the efficient manager
- Working with multiple spreadsheets and linking them together

- Microsoft Power point
- Uses of PowerPoint
- Designing a presentation
- Building a presentation
- Using the master slide
- Enhancing a presentation with advanced animation
- Running the presentation and advanced options while presenting

- Microsoft Word
- Creating and editing a word document
- Formatting a word document including advanced formatting
- Use of tables in word
- Use of SmartArt tools
- Styles and setting up a table of contents
- Inserting objects in a word document
- Advanced features
- Linking word with other applications

**Reading lists and other learning materials**

Ralph Stair, George Reynolds (2013) Fundamentals Course Technology, Inc.;
of Information Systems (2013)
Beth Melton, Mark Dodge, Echo Swinford, Ben Schlorr Microsoft Office Home and Student
2013 Step by Step Microsoft Press

ProProfs ProProfs
http:/www.proprofs.com/
Own learning and to help them find the information they really need.

| Module | Principles of Economics |
|---|---|
| **Course code** | BAIHH-POE |
| **Credits** | 5 |
| **Allocation of marks** | 30% Continuous Assessment |
| | 70% Final Examination |

## Intended Module Learning Outcomes

On successful completion of this module, the learner will be able to:

1. Explain the forces driving demand and supply and their impact on market conditions.
2. Calculate and interpret various economic parameters such as equilibrium price and quantity, elasticity, average costs, marginal costs etc.
3. Debate and explain topical economic problems and issues confidently.
4. Classify firms into different market structures and show how competitive structures influence the individual firm's behaviour
5. Apply economic analysis to everyday problems in real world situations.
6. Explain the objectives of government macroeconomic policy and describe how they can be pursued through fiscal and monetary policy
7. Describe the causes and consequences of inflation and unemployment
8. Explain how exchange rates and interest rates are determined.

## Module Objectives

Economics underpins a great deal of decision-making not only in business but also in our everyday lives and as such is an essential cornerstone of this programme. Economics is typically divided into two main branches namely microeconomics and macroeconomics. While macroeconomics is concerned with the economy as a whole microeconomics examines the individual parts of the economy and focuses on how individuals and firms make decisions and how these decisions interact.

This module is designed to introduce learners to the fundamentals of economics by exposing them to the principal theories and models used by economists. It demonstrates how economics can be used by individuals and businesses alike to assess problems and develop solutions. It also examines the wider macroeconomic environment and the principles underlying monetary and fiscal policy.

## Module Curriculum

### Introduction to Microeconomics

- What is Economics?
- The Economic Problem: Scarcity and Choice

### Determining Price

- Demand and Supply

- The Determinants of Equilibrium Price and Quantity
- Government Actions in Markets

**Elasticity**

- The Responsiveness of Demand and Supply
- Cross Price Elasticity of Demand and Income Elasticity of Demand
- Relationship between Elasticity and Total Revenue

**Costs and Production**

- The Firm's Supply Decision and Cost Behaviour
- Long Run Total, Marginal and Average Costs
- Short Run Costs and Diminishing Marginal Returns
- Returns to Scale

**Market Structures**

- Perfect Competition
- Monopoly
- Monopolistic Competition
- Oligopoly
- Government Regulation and Intervention

**Introduction to Macroeconomics**

- Macroeconomic Objectives
- The Circular Flow of Income
- Measuring National Income
- Economic Growth and The Business Cycle

**The Determination of National Income and the Role of Fiscal Policy**

- Equilibrium Level of National Income
- Keynesian Theory and the Multiplier
- The Role and Effectiveness of Fiscal Policy

**Money and Banking**

- How Banks Create Money
- Money Multiplier
- Measures of Money  and the Money Supply
- The Role of the Central Bank and The European Central Bank
- Instruments and effectiveness of Monetary Policy
- Interest Rate Determination

**Unemployment, Inflation and Growth**

- Types of Unemployment
- Causes and Consequences of Inflation

- Demand Side and Supply Side Policies

**Exchange Rates**

- Balance of Payments Account
- Determining Exchange Rates
- Fixed versus Floating Exchange Rates

**International Trade**

- Gains from Trade
- Restrictions on Trade
- Trading Blocs

# STAGE 2

| Module | Marketing Management and Research |
|---|---|
| Course code | BAIHH-MMR |
| Credits | 5 |
| Allocation of marks | 40% Continuous Assessment |
| | 60% Final Examination |

## Intended Module Learning Outcomes

On successful completion of this module, the learner will be able to:

1. Assess the main tasks and concepts associated with marketing management and the marketing research process
2. Illustrate an understanding of the underlying concepts of marketing research, such as, market segmentation, targeting and positioning and their impact on marketing management decisions
3. Examine the important changes that the Internet and web-based technologies, such as social media and mobile applications, are making to the hospitality marketplace.
4. Assess the effectiveness and performance of a marketing plan to include the marketing mix strategy
5. Explain the factors influencing buyer behaviour in both the traditional and online channels
6. Employ skill in the design and presentation of examples of research methods.
7. Discuss the international trends and changes in the marketing environment, as they relate to the international hospitality industry
8. Discuss ideas clearly and professionally.

## Module Objectives

This module builds on the 'Principles of Services Marketing' module studied in Stage 1 of the programme.  The module is designed to provide learners with an integrated knowledge of strategic issues in marketing to include market research and their implications for management decision-making.   Using an integrated approach in the module delivery enables the research process to be understood and applied concurrently.

## Module Curriculum

**Introduction to Marketing Management and Research:**

- Defining Marketing in the Hospitality and Travel Industry
- Marketing fundamentals
- The characteristics of a marketing  orientation
- Reasons for Increased Importance of Marketing in the Hospitality Industry

**The Marketing Environment:**

- Micro Environmental factors:

- o The organization
- o Suppliers
- o Intermediaries
- o Competition
- o Customers
- Macro Environmental Factors:
  - o Demographic
  - o Economy
  - o Social/Cultural factors
  - o Technology
  - o Political/Legal
  - o The Natural environment

## Services Marketing

- Characteristics of Services Marketing
- 7P's and their application in Hospitality and Travel Marketing
- Implications for the Marketing Mix on-line
- Managing Differentiation

## Digital Marketing

- Website navigation
- Search Engine Optimisation
- Online bookings and up-selling
- Electronic distribution channels and linkages
- Social media
- Mobile technology and consumer generated media

## Buyer Behaviour

- Decision-making process
- Traditional channels and online
- Influences on the decision

## The Marketing Plan

- Purpose and benefits of a plan
- Goals, objectives, strategies and tactics

## Market Segmentation

- Segmentation
- Targeting
- Positioning

## Marketing Research 1

- Types of Research
- The Research Process
- Primary versus Secondary
- Quantitative versus Qualitative

## Marketing Research 2

- Data Collection Methods

- Interviews
- Questionnaires
- Observation

| Module | Human Resource Management |
|---|---|
| **Course code** | BAIHH-HRM |
| **Credits** | 5 |
| **Allocation of marks** | 50% Continuous Assessment |
| | 50% Final Examination |

## Intended Module Learning Outcomes

On successful completion of this module, the learner will be able to:

1. Examine the role of HRM within hospitality organisations and the main issues involved in people management in the services sector.
2. Illustrate a working knowledge of human resource management theory and practices within a business environment context
3. Assess the impact of reward in managing performance
4. Report on the qualities required to ensure good teamwork through effective supervision
5. Demonstrate an understanding of the stages of human resource development
6. Discuss the implications of employment laws in the hospitality industry
7. Display an understanding of the role of line managers/supervisors in building effective teams

## Module Objectives

This module builds on the 'Organisational Behaviour' module studied earlier in the programme and aims to provide learners with an in-depth understanding of managing human resource within the hospitality industry.

Factors such as recruitment and selection, training, employee deployment and development, performance, and motivation are examined in detail.

In addition, the module is designed to provide learners with a clear knowledge of the laws relating to employment, benefits, work practices, and health and safety issues within hospitality organisations.

## Module Curriculum

### Introduction to Human Resource Management

- Personnel Management v Human Resource Management

### Developing the Human Resource:

- Performance Management
- Appraisal & Feedback
- Staff productivity
- Staff Training and Service Quality
- Employees as Competitive Resource
- Management Development
- Staff Motivation

**Reward and Remuneration**

- Payment and reward Systems
- Employee benefits
- Job Evaluation
- Incentives
- Absenteeism & sick Pay
- Exit Interviews

**The Employment Relationship**

- Labour turnover
- Employee Relations
- Labour unions
- Collective Bargaining
- Employment Law
- Labour costs

**International Performance Management**

- Challenges to monitoring international employees
- Appraisal and feedback
- Contextual Issues

**Contemporary Issues in HRM**

- Organising HR
- Managing People
- Managing global employees
- Employer Branding
- Corporate Social Responsibility
- Business Ethics

| Module | Rooms Division Management |
|---|---|
| Course code | BAIHH-RDM |
| Credits | 5 |
| Allocation of marks | 70% Continuous Assessment |
| | 30% Final Examination |

## Intended Module Learning Outcomes

On successful completion of this module, the learner will be able to:

1. Identify the key functions of the Rooms Division department
2. Associate the role of the Rooms Division Manager with the management function of a hospitality provider in an effective manner
3. Explain the rooms division manager/front office manager's role as leader and decision maker
4. Discuss the importance of the Rooms Division department in the service provision within the hospitality context
5. Demonstrate the basic techniques of reservations, registration, room allocation and guest accounting
6. Examine the role of Revenue Management and its application within the Rooms Division department
7. Design standard operational procedures that can be utilised in the management of guest services
8. Identify and examine the various technology packages used in the management of the rooms division department
9. Explain the role of Rooms Division managers in managing human resources.

## Module Objectives

This module focuses on the key principles of room's division management within the international hospitality industry. It provides learners with an insight into this dynamic hospitality sector and demonstrates to them the importance of this department as a major revenue generator with the lodging sector. It also gives the learner's the opportunity to develop their operational and management knowledge of this key functional department.

This module aims

- To provide learners with a full appreciation of the aspects of managing the rooms division department
- To enable learners to identify and critically examine the role of the rooms division manager in the management of lodging operations
- To ensure learners are fully aware of the importance of providing customers with quality lodging services
- To enable learners to identify the rooms division manager's role as a leader and decision maker.

## Module Curriculum

**The hotel Industry**

- The traditional and modern hotel
- The structure of the hotel industry

**Room division management**

- Overview of the front office department
- The role of the rooms division manager

**The reservations process**

- Forecasting availability and overbooking
- Revenue Management
- Global reservations technologies
- Individual reservations and group reservations

**Guest services and rate structures**

- Managing guest services
- Arrival, registration, assignment and rooming
- The role of the room rate

**The hotel revenue cycle**

- Billing the guest
- The night audit
- Hotel technology.

| Module | Management Accounting |
|---|---|
| **Course code** | BAIHH-MA |
| **Credits** | 5 |
| **Allocation of marks** | 30% Continuous Assessment |
| | 70% Final Examination |

## Intended Module Learning Outcomes

On successful completion of this module, the learner will be able to:

1. Recognise and explain the component features involved in management accounting in terms of decision making, planning and control of costs and profits
2. Identify and assess new management accounting techniques being developed and implemented by pro-active organisations in the international hospitality industry
3. Define the principles of costing and apply them in industry situations
4. Describe costs by classification, behaviour and purpose
5. Assess the performance of a business from both a financial and non-financial perspective
6. Identify and explain cost behaviour patterns and apply cost-volume-profit analysis
7. Prepare and present budgets for planning, control and decision-making
8. Calculate, interpret and investigate basic sales and cost variances
9. Use management accounting techniques to make and support decision-making
10. Explain the process of payroll and the statutory deductions which employers must comply with.

## Module Objectives

This module is designed to strengthen and develop the learners' financial accounting ability and provide a thorough grounding in management accounting systems and procedures operated in the hospitality industry.  The module aims:

- To ensure learners have the ability to capture and analyse accounting information and can apply it to a wide range of planning, control and decision making situations
- To encourage learners to fully appreciate the management processes of planning, control and decision-making.

## Module Curriculum

### Introduction to cost and management accounting

- The management accounting function in the hospitality industry
- The relationship between management accounting and financial accounting

### Basic cost concepts

- General nature of costs
- Determination of mixed cost elements
- Fixed versus variable costs
- Overhead, controllable, differential, relevant, sunk, and opportunity costs
- Average and incremental costs

**Costing systems**

- The role of costing in service sectors
- Absorption costing
- Marginal costing and the importance of contribution for decision-making
- Comparison of marginal costing and absorption costing approaches

**Cost Volume Profit analysis**

**CVP Analysis and the importance of contribution**

- Target profit or revenue
- Breakeven charts and profit/volume charts
- Limitations of CVP analysis

**Ratio analysis**

- Ratio standards
- Purpose of ratio analysis
- Classes of ratios
- Liquidity, solvency, activity, profitability and operating ratios
- Limitations of ratio analysis
- Usefulness of financial ratios

**Forecasting methods**

- Forecasting in the hospitality industry
- Overview of forecasting methods
- Selection of a forecasting method
- Short-term forecasts in the lodging industry
- Forecasting cases

**Operations budgeting**

- Types of budgets and reasons for budgeting
- The budget preparation process
- Budgetary control
- Determination of variances & significant variances
- Variance analysis
- Determination of problems and management action

**Cash management**

- Cash and its importance
- Distinction between income and cash flows
- Cash budgeting
- Float

**Payroll**

- Introduction to payroll
- Statutory deductions
- Pay slip requirements
- Payroll packages.

| Module | Finance and Revenue Management for Hospitality Managers |
|---|---|
| **Course code** | BAIHH-FRHM |
| **Credits** | 10 |
| **Allocation of marks** | 40% Continuous Assessment |
| | 60% Final Examination |

## Intended Module Learning Outcomes

On successful completion of this module, the learner will be able to:

1. Describe the financial environment within which organisations must operate, the financial objectives of various types of organisations and the requirements of various stakeholders
2. Explain alternative sources of finance, their suitability in particular circumstances and the function of capital markets
3. Assess the factors affecting investment decisions and opportunities presented to an organisation
4. Demonstrate a sense of judgement in managing working capital
5. Analyse a company's performance and make appropriate recommendations.
6. Apply economic theory to optimise revenue and evaluate the most appropriate strategy for a hospitality manager to employ in order to optimise revenue.
7. Differentiate between revenue maximisation and profit maximisation
8. Ensure international revenue management practices are informed by reading and research at the forefront of the tourism and hospitality field

## Module Objectives

This module introduces Financial Management and its application in practice. The module focuses on the critical elements of financial decision making for organisations, including investment decisions, sources of finance, management of working capital and performance appraisal.

The emphasis is on the practical application of theory to the leisure environment so that graduates can draw on their academic studies to inform their own practice.

The objectives are to:

- Provide learners with an in-depth understanding of the link between company decision-making and the operation of capital markets
- Ensure learners understand and appreciate the strong linkages between finance and globalisation
- Demonstrate the importance of working capital management and the tools to manage it
- Help the learner explore the financial environment in which firms and managers must operate.

**Module Curriculum**

**Objectives of Financial Management**

- The relationship between Financial Management and Financial and Management Accounting
- Identify and describe the financial objectives of organisations
- Identify the various stakeholders and their objectives
- Examine Agency Theory and the ways to achieve shareholder objectives
- Financial objectives in Not-For-Profit organisations

**Investment Appraisal**

- An appreciation of the various evaluation techniques:
  − Payback Period
  − Accounting Rate of Return
  − Net Present Value
  − Internal Rate of Return
- Understanding Discounted Cash Flow
- Identifying relevant Cash Flows
- Impact of taxation

**Management of Working Capital**

- Understanding the Working Capital Cycle
- Funding of Working Capital
- Problems of Overtrading
- Cash Management, including Cash Budgets
- Sources of short-term finance
- Management of Receivables – credit evaluation, setting credit policy, offering discounts, systems and techniques to control receivables, factoring, invoice discounting
- Management of Payables – important source of finance, impact of discounts offered
- Management of Inventories – use of various models e.g. Economic Order Quantity (EOQ) and Just-in-Time (JIT).  Evaluate impact of discounts offered for bulk-buying.

**Sources of Finance**

- Understanding the impact of Share Capital and Loan Capital on the organisation
- Identifying various providers of finance
- Appreciating the features of the various instruments and their suitability to the organisation
- Leasing – operating and finance leases; sale and leaseback; lease or buy decisions
- Bank Finance
- Venture Capital/Business Angels
- Government sources of finance

**Performance Appraisal**

- Analysis of the performance of an organisation
- Understand the key ratios (profitability, liquidity, efficiency, gearing and investor) which are used in the evaluation of a company's performance

- Interpret the results and make recommendations for improvement

## Introduction to Revenue Management

- The purpose of revenue management
- The linkage between revenue management and financial management
- Strategic pricing
- Applications to the hospitality industry

## Revenue Management for the Hospitality Industry

- Forecasting demand
- Inventory control and price management
- Distribution channel management
- Revenue management for food and beverage services
- Evaluation of revenue management efforts
- Ten principles of revenue management
- Applications to the hospitality industry

## Revenue Management in Action

- Specialised applications of revenue management
- Building better business

| Module | Conference and Events Management |
|---|---|
| **Course code** | BAIHH-CEM |
| **Credits** | 5 |
| **Allocation of marks** | 40% Continuous Assessment |
| | 60% Final Examination |

## Intended Module Learning Outcomes

On successful completion of this module learners will be able to:

1. Explain the complexity and wide-ranging scope, role and purposes served by international conferences /events and the key players involved in this industry.
2. Discuss the possible future trends and developments in the international conference/ event sector.
3. Demonstrate a comprehensive knowledge of the details involved in planning and designing an international event / conference, including the management of resources, budgets and time.
4. Discuss the economic, social, political and environmental effects of international conferences/events on a host destination.
5. Analyse the role played by promotion, advertising, public relations and sponsorship in marketing international events.
6. Employ research skills in sourcing relevant information to support coursework.
7. Contribute to class discussion on topics relevant to the international conference and event sector.
8. Judge and apply professional and ethical standards applicable to the international conference and event sector.

## Module Objectives

This module is designed to provide learners with an in-depth understanding of the complexity and wide-ranging scope, role and purposes served by international events/conferences. It allows learners the opportunity to examine the key management systems and processes used in the field of conference and event management. The module deals with planning and designing an event/conference, including the management of resources, budgets and time and examines the economic, social and environmental impacts of international events on host communities/destinations. Learners analyse the role played by sponsorship, public relations and new multimedia technology used in marketing international events.

This module aims:

- To enable learners to focus on the diverse nature of the international events and conference industry and to discuss the key players involved;
- To allow learners to develop an in-depth understanding of the economic, social, and environmental impacts of international events / conferences
- To provide learners with a clear understanding of how to manage the key processes involved in the conference and events industry
- To provide learners with a clear understanding of the key trends, developments, challenges and opportunities affecting the international conference and events industry.

## Module Curriculum

### The International Meetings, Expositions, Events, and Convention Industry (MEEC)

- An overview of the MEEC industry
- MEEC Organisers and Sponsors
- The Key Players in the MEEC industry.

### Management, Feasibility and Development of International Conferences and Events

- A model, processes, system of a body of knowledge
- The event management environment: complexity and uncertainty
- Phases of event management and the event life cycle.

### The International Event Management System

- The event project
- The Management Framework
- The developing event: a maturity model

### International Event Management Processes (1)

- A process model for events
- Scope management
- Stakeholder management
- Sponsorship
- Event design
- Marketing process
- Financial process.

### International Event Management Processes (2)

- Time management process
- Risk management process
- Communication process
- Procurement process
- Human resources process.

### International Event/Conference Marketing

- Event sponsorship
- Marketing process, communications and public relations
- New multimedia technology for event organisers.

### The Economic, Social and Environmental Impacts of International Conferences and Events

- Factors affecting conference and event sector demand
- The economic impact of the conference and events industry
- Social impacts and legacies of international conferences and events
- Environmental impacts and sustainability issues.

**The Future: Trends, Challenges and Opportunities facing the International Conference and Events Industry**

- Drivers for change in the global conference and events industry
- Developments in technology
- Virtual events
- The transferable personal skills of an event manager.

| Module | Contemporary Issues in Hospitality |
|---|---|
| Course code | BAIHH-CIH |
| Credits | 5 |
| Allocation of marks | 40% Continuous Assessment |
| | 60% Final Examination |

## Intended Module Learning Outcomes

On successful completion of this module learners will be able to:

1. Demonstrate an understanding of the health and wellness industry and wellness geared experiences.
2. Determine the theoretical underpinnings of the health and wellness tourism industry.
3. Analyse current trends and developments affecting health and wellness tourism.
4. Evaluate the economic and social benefits of health and wellness tourism.
5. Demonstrate an in-depth understanding of the key dynamic forces and developments which may lead to crisis issues in international tourism and hospitality and their subsequent impact on a business or a destination.
6. Discuss and critically appraise the importance of crisis prevention and be able to predict which types of crises and issues may occur.
7. Critically examine the responsibility the tourism industry has towards sustainable measures and analysis its commitment from a local, national and global prospective.
8. Recognise and value the scope of change required to move towards a more sustainable future for the tourism industry.

## Module Objectives

This module is designed to provide learners with a diverse and current knowledge of the contemporary issues within the overall global tourism and hospitality sector.   The module examines the contemporary issues in tourism and hospitality such as Health and Wellness Tourism, Crisis Management and Sustainability in Tourism and Hospitality.  Learners investigate how the tourism sector is responding to such contemporary issues and will identify opportunities and challenges these issues may present.

## Module Curriculum

### Health and Wellness Tourism

**Trends contributing to wellness tourism**

- Holistic health and increased health consciousness
- Pace of life acceleration
- Quest for spirituality

**Towards a conceptualisation of wellness tourism**

- Theoretical underpinning of health and well-being.
- Defining health and wellness tourism

- Primary purpose and secondary purpose wellness traveller
- Culturally different meanings of health related tourism
- The role of the environment, natural and cultural resources
- Economic and social impacts of health and wellness tourism

**Drivers of wellness tourism development**

- Motivations of wellness tourists
- Characteristics of wellness tourists
- The globalisation of health and wellness

**The Spa industry and Nature based wellness tourism**

- Diversity of Spas
- Emerging types of spa and wellness facilities
- Relationship between nature, wellbeing and destinations
- The links between parklands and health
- Parklands and nature reserves as a wellness tourism destination

**Crisis Management in the Hospitality and Tourism Industry:**

**Introduction to Disaster and Crisis Management:**

- Definition and characteristics of a Crisis
- Theory of Crisis Domains – Developmental, Situational, Existential and Environmental
- Reputation as a valuable asset
- Trust and belief
- Dynamic forces impacting on organisations

**Crisis Situations:**

- Business Crisis issues
- Product – related Crisis
- Predicting future crisis issues

**Planning for the unexpected:**

- Planning to manage a crisis
- Strategic Crisis management team
- Crisis prevention
- Crisis aftermath – what can be learned?

**Sustainability in Hospitality:**

- Origins and evolution of the sustainability concept
- Economic, Social and Environmental factors – the triple bottom line
- International sustainability: agreements, policies, legislation and their effectiveness (Rio, Johannesburg, Agenda 21)
- Indicators for sustainability: types of indicator models, measuring for sustainability, challenges, functions and features of indicators

The future of sustainability – what does it hold? Past and present success and failure examples. Holistic, strategic, ongoing process

# BA (Ord) in Marketing

## STAGE 2

| Module | Market Research Practice |
|---|---|
| **Course code** | BAMO-MRP |
| **Credits** | 5 |
| **Allocation of marks** | 50% Continuous Assessment |
| | 50% Final Examination |

## Intended Module Learning Outcomes

On successful completion of this module, the learner will be able to:

1. Define the role, scope and relevance of market research to decision making in business
2. Apply the tools and methods used by market researchers for making decisions
3. Carry out standard market research activities
4. Design basic data collection tools
5. Display findings of market research in a concise and clear way
6. Apply ethical standards and concerns when conducting market research

## Module Objectives

This module has been specifically designed to offer learners an understanding of the role and importance of market research within organisations, with particular emphasis on the role of market information in decision-making. The main objective of this module is to help learners to understand the central concepts of market research, the available methods of conducting research and how to use research to solve the problems/opportunities a company may face.

## Module Curriculum

**Introduction to Market Research**
- The role of market research
- Gathering market intelligence- project management
- Sources and types of information
- Defining the research problem and forming objectives

**Research Design**
- Qualitative research methods
- Quantitative research methods
- Selecting research design approach

**Data Collection Methods**
- Focus groups, in-depth interviews, projective techniques
- Questionnaire design, observation, panels

**Data Collection**

- Developing a sampling plan
- Collection methods – face to face, phone, online.
- Fieldwork
- Sampling errors and response rates

**Data Analysis**
- Preparing the data
- Forms of analysis
- Making sense of the numbers
- Qualitative data analysis

**The Research Report**
- Writing standards in research reports
- Format of the research report
- Oral presentation and visual aids

| Module | Principles of Economics |
|---|---|
| **Course code** | BAMO-PE |
| **Credits** | 5 |
| **Allocation of marks** | 50% Continuous Assessment |
| | 50% Final Examination |

**Intended Module Learning Outcomes**

On successful completion of this module, the learner will be able to:

1. Explain the forces driving demand and supply and their impact on market conditions
2. Calculate and interpret various economic parameters such as equilibrium price and quantity, elasticity, average costs, marginal costs etc.
3. Debate and explain topical economic problems and issues confidently
4. Classify firms into different market structures and show how competitive structures influence the individual firm's behaviour
5. Apply economic analysis to everyday problems in real world situations
6. Explain the objectives of government macroeconomic policy and describe how they can be pursued through fiscal and monetary policy
7. Describe the causes and consequences of inflation and unemployment
8. Explain how exchange rates and interest rates are determined

## Module Objectives

Economics underpins a great deal of decision-making not only in business but also in our everyday lives and as such is an essential cornerstone of this programme. Economics is typically divided into two main branches namely microeconomics and macroeconomics. While macroeconomics is concerned with the economy as a whole microeconomics examines the individual parts of the economy and focuses on how individuals and firms make decisions and how these decisions interact.

This module is designed to introduce learners to the fundamentals of economics by exposing them to the principal theories and models used by economists. It also demonstrates how economics can be used by individuals and businesses alike to assess problems and develop solutions. It also examines the wider macroeconomic environment and the principles underlying monetary and fiscal policy.

## Module Curriculum
- 
- Introduction to Microeconomics
- Determining Price
- Elasticity
- Costs and Production
- Market Structures
- Introduction to Macroeconomics

- The Determination of National Income and the Role of Fiscal Policy
- Money and Banking
- Unemployment, Inflation and Growth
- Exchange Rates
- International Trade

| Module | International Marketing |
| --- | --- |
| **Course code** | BAMO-IM |
| **Credits** | 10 |
| **Allocation of marks** | 40% Continuous Assessment |
| | 60% Final Examination |

## Intended Module Learning Outcomes

On successful completion of this module, the learner will be able to:

1. Examine the nature and diversity of international marketing environments
2. Evaluate international markets using international marketing research
3. Compare global market expansion strategies using different international market entry methods
4. Critically evaluate the mix decisions that need to be taken to support global marketing activities
5. Examine the key decision areas in planning international marketing strategies
6. Identify changing developments in marketing, including online, social media, mobile and other digital technologies

## Module Objectives

Focus on domestic markets alone will not allow firms to remain competitive. International marketing enables firms to exploit growing target markets and product opportunities overseas.

In this module learners are introduced to international marketing considerations including planning and transacting across national borders. Learners are given a practical overview of the key elements of international marketing and issues businesses face when entering and operating in foreign markets. The module is designed to provide learners with an opportunity to synthesize and apply existing marketing knowledge.

## Module Curriculum

**The Scope and Challenge of International Marketing**
- International Marketing Environments
- The Global Marketplace

**Assessing International Marketing Opportunities**
- Researching international markets and market behaviour
- Market Segmentation, Targeting and Positioning

**Entering International Markets**
- Global Market Entry Strategies
- Importing, Exporting and sourcing
- Licensing, investment and strategic alliances

**Developing the International Marketing Programme**

- Brand & Product decisions
- Pricing for international markets
- Communications decisions
- Channels and Distribution decisions

**Organising the International Marketing effort**
- Pre-internationalisation internal company considerations,
- organisation structures for international markets

**International e-marketing**
- e-marketing environment
- e-marketing strategy
- e-marketing management

| Module | Career Planning |
|---|---|
| Course code | BAMO-CP |
| Credits | 5 |
| Allocation of marks | 100% Continuous Assessment |

## Intended Module Learning Outcomes

On successful completion of this module, the learner will be able to:

1. Discuss the importance of continued professional development
2. Employ a range of soft skills developed through personal achievements, career insights and personal/professional development
3. Create short-term and long-term personal and professional plans informed by self-awareness and research
4. Prepare and adapt a professional development portfolio to meet career/educational plans
5. Identify and pursue personal strategies for seeking, continuing or changing employment or creating self-employment
6. Use professionally developed written, oral and aural communications to ensure academic and employment success

## Module Objectives

This module gives the final year learner the opportunity to consider plans for their future studies and career. It provides the learner with an opportunity to record and reflect on the tangible skills, experiences and achievements developed over the duration of their studies. Furthermore, learners are encouraged to maximise the development of the soft skills which are beneficial in further education and employment.

## Module Curriculum

**Further Education and Career Planning for the Management Field**
- Accessing career and education opportunities
- Progression opportunities in academia and employment
- Research and understanding of the employment roles in business professions
- Portfolio preparation for employment (CV, cover letters, application letters)
- The recruitment process and shortlisting criteria for internships and management roles
- The selection process for graduate and management positions; pre-interview, interview & assessment centre methods
- The art of follow-up, when not successful in the job interview

**Professional Aptitude in Education and Business**
- First Impressions
- Business etiquette and professional behaviours
- How to standout in the Crowd
- Dress code in a professional environment
- Attitude for self-promotion
- Professional networking for career opportunities

**Maximising employability skills**
- Communication techniques that contribute to productive and harmonious relations
- Teamwork that contributes to effective working relationships and outcomes
- Problem solving that contributes to productive outcomes
- Self-management that contributes to personal development and growth
- Effective and life-long learning that contributes to ongoing personal and professional growth

**Personal Development Skills**
- Time management and Prioritisation of Tasks
- Emotional Intelligence
- Engagement and personal contribution, within and outside the college/workplace environment

**Professional Ethics in Business**
- Fundamental principles of ethical behaviour
- Concept of acting ethically in professional duties
- The professional impact of promoting ethical behaviour

| Module | Digital Marketing |
|---|---|
| **Course code** | BAMO-DM |
| **Credits** | 5 |
| **Allocation of marks** | 40% Continuous Assessment<br>60% Final Exam |

**Intended Module Learning Outcomes**

On successful completion of this module, the learner will be able to:

1. Explain the role and importance of digital marketing in a rapidly changing business landscape
2. Discuss the key elements of a digital marketing strategy
3. Illustrate how the effectiveness of a digital marketing campaign can be measured
4. Demonstrate advanced practical skills in common digital marketing tools such as SEO, SEM, Social media and Blogs

**Module Objectives**

The primary objective of this module is to examine and explore the role and importance of digital marketing in today's rapidly changing business environment.  It also focusses on how digital marketing can be utilised by organisations and how its effectiveness can measured.

**Module Curriculum**

- Introduction to digital marketing
- Digital Strategy and Planning
- Website marketing tools
- Digital content – website, blogs, email, webinars, videos, podcasts, e-zines, PPC advertising
- Social Media and Social Bookmarking – Facebook, Twitter, Pinterest, Instagram, YouTube and YouTube channels and emerging social medias
- Search Engine Marketing – What it is how it works and how to make it work!
- Search Engine Optimisation -What it is how it works and how to make it work!
- Measuring Digital media performance
- Ecommerce, Tcommerce and Mcommerce
- Implementing the digital marketing plan
- Website design /development for digital marketing
- Mastering Google - AdWords Advertising, Analytics & Applications

**Reading lists and other learning materials**

Blanchard, O, (2014), Social Media ROI: Managing and Measuring Social Media Efforts in Your Organisation
Pulizzi, J. (2013) Epic Content Marketing

Marketing on Facebook – Best practice guide (2015) Facebook Marketing Press
Chaffey, D., & Ellis-Chadwick, F. (2012) Digital Marketing: Strategy, Implementation and Practice, 5/E, Pearson
Tapp, A., & Whitten, I., & Housden, M. (2014) Principles of Direct, Database and Digital Marketing, 5/E, Pearson
Tasner, M. (2015) Marketing in the Moment: The Digital Marketing Guide to Generating More Sales and Reaching Your Customers First, 2/E, Pearson

**Websites**

www.smartinsights.com
www.hubspot.com
www.mashable.com
www.emarketer.com
www.socialmediaexaminer.com
www.brandrepublic.com
www.allfacebook.com
www.insidefacebook.com
www.ipassexam.com
www.wordstream.com
www.seomoz.org/
www.searchengineland.com
www.searchenginewatch.com

**Module Learning Environment**

This module is delivered primarily through lectures in the classroom but also through practical lab sessions.  Moodle is used extensively to provide class notes, exercises and activities. Learners are encouraged to view and contribute to blogs, wikis and forums.

**Learning Outcomes – Assessment Matrix**

| Learning Outcome | Assignment | Exam |
|---|---|---|
| 1. Explain the role and importance of digital marketing in a rapidly changing business landscape | | X |
| 2. Discuss the key elements of a digital marketing strategy | X | X |
| 3. Illustrate how the effectiveness of a digital marketing campaign can be measured | | X |
| 4. Demonstrate advanced practical skills in common digital marketing tools such as SEO, SEM, Social media and Blogs | X | |