

2012-13 Social Sciences Undergraduate Stage 2 & 3 Module Handbook

35 Kent Business School

AC501 Social Responsibility Accounting						
Version	Campus	Term(s)	Level	Credit (ECTS)	Assessment	Convenor
1	Canterbury	Autumn and Spring	H	30 (15)	70% Exam, 30% Coursework	

Contact Hours

2 hours per week (1 lecture and 1 seminar)

Pre-requisites

For Accounting students AC300 Financial Accounting 1, AC520 Management Accounting 1 and Economics EC302 or EC304. For BBA students CB675 Financial Accounting, EC313 Microeconomics for Business and CB677 Accounting for Management Control.

Method of Assessment

70% 3-hour written examination; 30% coursework (Minimum of 3 equally weighted pieces of coursework; 1 debate presentation; 1 timed essay; 1 timed problem question)

Synopsis

This module is open to Accounting and BBA students and is concerned with the social implications of accounting and the role of the accountant in society. The relationship between organisations and their environment is changing and greater emphasis is placed on conservation. Do the conventional accounting measures of performance used in organisations encourage managers to make the best use of society's natural and human resources and, if not, what could or should be done to change this? Should accounting practice and theory be modified to take account of the social costs and benefits of investment and other decisions? Proposals concerning the most appropriate framework for developing some form of corporate social reporting and/or performing a social audit, will be examined and their technical and theoretical merits assessed. Seminars are based on case studies and debates and require extensive oral participation. Students participate in a practice debate in Autumn term and in an assessed debate in Spring term. Each student is required to make presentations to introduce debate topics.

Learning Outcomes

Knowledge and understanding of the concepts, language and practices of social accounting
Knowledge and understanding of theories and evidence concerning the role of accounting
Ability to measure social costs and benefits
Ability to analyse the social impact of a business
Ability to critically evaluate arguments
Ability to work effectively in groups and to communicate effectively in debates
Ability to work independently and use communications and information technology

Preliminary Reading

Gray, Owen & Adams Accounting and Accountability (latest)
Gray & Bebbington Accounting for the Environment (latest)
Blowfield & Murray Corporate Responsibility: A Critical Introduction (latest)

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AC502		Business Finance				
Version	Campus	Term(s)	Level	Credit (ECTS)	Assessment	Convenor
1	Canterbury	Autumn and Spring	H	30 (15)	70% Exam, 30% Coursework	Morelli Dr D A

Contact Hours

3 hours per week (2 hours lectures and 1 hour seminar)

Pre-requisites

AC508 Principles of Finance

Method of Assessment

70% examination; 30% coursework, made up of a portfolio project (20%) and two pieces of assessed work (5% each)

Synopsis

The objective of this module is to gain a greater understanding of the concepts and principles which underlie investment, financing and dividend decisions, in both a theoretical and practical context. The module begins by looking at the financial system of the country, including the major players in the market. Major theories of the stock market are examined including portfolio theory, the capital asset pricing model and the efficient market hypothesis; these all help to explain share price valuation and behaviour. Other important theoretical and practical topics are: the capital structure of a company, which helps to determine its cost of capital, the dividend decision, options and risk management. You will undertake a small portfolio project in which you have a notional £200,000 to invest.

Learning Outcomes

Ability to analyse, compare, discuss, critically evaluate financial theories

Ability to structure, develop, defend complex arguments, be critical and self critical orally and in writing

Ability to analyse structured/unstructured problems

Ability to identify, find, select, record, organize, manipulate knowledge and data relevant to finance issues and tasks, and develop, analyse, synthesise complex material

Ability to apply quantitative techniques for solving problems

Ability to analyse and prepare projections regarding decisions on aspects such as portfolio theory, capital structure, dividend policy and mergers

Ability to plan work, use relevant sources, study independently

Ability to develop written and communication skills using appropriate formats

Preliminary Reading

G.Arnold Corporate Financial Management

R.Brealey, S.Myers & F. Allen, Principles of Corporate Finance

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AC504		Auditing				
Version	Campus	Term(s)	Level	Credit (ECTS)	Assessment	Convenor
1	Canterbury	Autumn and Spring	H	30 (15)	70% Exam, 30% Coursework	Godsell Dr D

Contact Hours

3 hours per week (2 hours lectures and 1 hour seminar)

Pre-requisites

AC506 - Financial Accounting II

Method of Assessment

70% written examination; 30% coursework

Synopsis

The objective of this module is to gain an understanding of the concepts which underlie the auditing process, and the modern practice of auditing. The module begins by considering the overall objectives of, and the theory underlying, an audit of private sector organisations, with special attention given to four fundamental concepts: independence, evidence, reporting and responsibility. It continues with the historical development of auditing and the way in which the profession has responded to various criticisms, including those made by the judiciary. Within this framework, areas of special or topical interest are examined, for example: auditors' legal duties and liabilities, the role of the auditor in detecting fraud and errors, the regulation of auditing and the social and economic significance of auditing. There follows an examination of auditing practices and techniques, and the module concludes by looking at the way in which auditing may develop in the future.

Learning Outcomes

Knowledge and understanding of underlying auditing theory, including Flint's concepts and postulates of auditing and the inherent constraints and limitations of auditing, and the nature and causes of the audit expectation gap.

Knowledge and understanding of some of the technical language and practices employed in the audit of company financial statements.

Knowledge and understanding of the role and significance of auditing in the context of widely researched capital market and behavioural models including the efficient markets hypotheses and agency theories of the firm

Knowledge and understanding of the nature, role and development of a profession and professional bodies, professional duties and ethics, professional independence, professional negligence and legal liability

Ability to critically evaluate arguments and evidence and to analyse conceptual problems

Appreciate the knowledge and understanding of the client's business which is essential to the planning and conduct of the audit

Make use of library resources to assimilate materials from research literature

Make effective written communication in assessed essays and effective oral communication in seminar discussions

Make use of independent, self-managed study of research materials to an extent likely to exceed that required for core modules, for the purposes of essay

Knowledge and understanding of the regulatory, legal, professional and socio-economic environments within which company audits are performed.

Preliminary Reading

Porter, Simon & Hatherley Principles of External Auditing

J.Dunn Auditing: Theory and Practice

D.Flint Philosophy and Principles of Auditing

D.Godwell Auditors' Legal Duties and Liabilities

M.Sherer, S.Turley (eds.) Current Issues in Auditing (2nd edn.)

G.Cosserat Modern Auditing (2nd edn.)

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AC506		Financial Accounting II				
Version	Campus	Term(s)	Level	Credit (ECTS)	Assessment	Convenor
1	Canterbury	Autumn and Spring	H	30 (15)	70% Exam, 30% Coursework	Dedman Miss A

Contact Hours

3 hours per week (2 hours lectures and 1 hour seminar per week)

Pre-requisites

AC300 Financial Accounting I

Method of Assessment

70% 3-hour written examination; 30% coursework (minimum of 3 assignments drawn from 4 computations/essays and an effective communication exercise)

Synopsis

This module aims to provide students with a thorough understanding of financial accounting techniques at an advanced level and with an appreciation of the regulatory and social environment within which financial reporting takes place. It includes: a rigorous examination of the principles which underpin the financial reporting process; coverage of a number of advanced financial accounting techniques; an appreciation of the regulatory and social environment of financial reporting; and an introduction to income and valuation theory. As far as possible the coverage of these areas is integrated so that, for example, the nature of the financial reporting environment is explored within the context of the technical issues and problems with which it must cope.

Learning Outcomes

Knowledge and understanding of technical practices employed in financial reporting in the UK.

Knowledge and understanding of alternative technical practices proposed to reflect changes in prices.

Ability to manipulate financial data and prepare financial statements

Ability to analyse financial performance and position and financial ratios.

Ability to evaluate arguments and evidence critically and to communicate effectively

Knowledge and understanding of the environment within which financial statements are prepared, published and used and the economic, decision-theoretic and behavioral underpinning to financial reporting.

Preliminary Reading

R.Dodge Group Financial Statements Chapman & Hall, (latest edition)

B.Elliott & J.Elliott Financial Accounting and Reporting FT Prentice Hall (latest edition)

D.Alexander, A.Britton & A.Jorrisen International Financial Reporting and Analysis (latest edition)

AC507		Management Accounting II				
Version	Campus	Term(s)	Level	Credit (ECTS)	Assessment	Convenor
1	Canterbury	Autumn and Spring	H	30 (15)	70% Exam, 30% Coursework	Funnell Prof W

Contact Hours

3 hours per week (2 hour lectures, 1 hour seminar)

Pre-requisites

AC520 Management Accounting I

Method of Assessment

70% examination; 30% coursework

Synopsis

The module aims to provide students with an insight into contemporary management accounting issues. It takes an interdisciplinary perspective and builds on the knowledge and techniques acquired in Stages 1 and 2 core modules. In particular, the module explores the role of management accounting within the context of strategic management and management control. It also traces and evaluates recent major changes in management accounting and aims to increase students' awareness of how management accounting may be used in managing organisations.

Learning Outcomes

Knowledge and understanding of contemporary theories and evidence concerning aspects of the role and functioning of management accounting.

A more extensive knowledge and understanding of some of the contexts in which management accounting operates:

A deeper knowledge and understanding of the uses and limitations of a range of management accounting techniques used for decision making.

Ability to critically evaluate arguments and evidence and draw reasoned conclusions and make recommendations.

Ability to work effectively in groups and apply other inter-personal skills and communicate effectively.

Ability to work independently and manage their time effectively and extract and analyse data from multiple sources.

Preliminary Reading

R.S.Kaplan & A.A.Atkinson Advanced Management Accounting Prentice Hall (latest edition)

K.A.Merchant & W.A.Van der Stede Management Control Systems – Performance Measurement, Evaluation and Incentives Prentice Hall (latest edition)

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AC508		Principles of Finance				
Version	Campus	Term(s)	Level	Credit (ECTS)	Assessment	Convenor
1	Canterbury	Autumn and Spring	H	30 (15)	70% Exam, 30% Coursework	Kume Mrs O

Contact Hours

3 hours per week (2 hours of lectures, 1 hour seminar)

Pre-requisites

Economics EC302 or EC304 and CB314 (Quantitative Models and Methods for Accounting and Finance).

Method of Assessment

70% written examination; 30% coursework

Synopsis

The objective of this module is to gain an understanding of the concepts and principles which underlie the investment and financing decision process. Before a rational decision can be made objectives need to be considered and models need to be built. Short-term decisions are dealt with first, together with relevant costs, one of which is the time value of money. This leads on to long-term investment decisions, which are examined using the economic theory of choice, first assuming perfect capital markets and certainty, and then relaxing these assumptions, so that such problems as incorporating capital rationing and risk into the investment decision are fully considered. The module proceeds by looking at the financing decision. The financial system within which business organisations operate is examined, followed by the specific sources and costs of long- and short-term capital, including the management of fixed and working capital.

Learning Outcomes

Knowledge and understanding of the contexts in which finance operates

Knowledge and understanding of the concepts, theories and principles of finance and their application to a practical environment

Ability to identify the nature of a problem as well as select and apply appropriate quantitative techniques for its evaluation

Ability to structure, develop and defend complex arguments as well as bring critical insights to bear on the role, nature and context of finance

Identify, record and organise knowledge and data relevant to issues and tasks within finance

Ability to summarise economic events

Ability to structure and develop effective communications, working in groups and independently

Preliminary Reading

S.Lumby & C.Jones Corporate Finance - theory and practice (7th edn) Thomas Learning

G.Arnold Corporate Financial Management (4th edn FT - Prentice Hall)

AC520		Management Accounting 1				
Version	Campus	Term(s)	Level	Credit (ECTS)	Assessment	Convenor
1	Canterbury	Autumn and Spring	H	30 (15)	70% Exam, 30% Coursework	Tjerkstra Mr R

Contact Hours

3 hours per week (2 hours of lectures, 1 hour seminar) plus 1 hour weekly Computer Applications seminar during the Autumn Term

Pre-requisites

An Economics module, a Mathematics and Statistics module.

Method of Assessment

70% written examination; 30% coursework

Synopsis

Management accounting is concerned with the provision of information for organisational decision-making and control. The module provides a sound understanding of the nature of costs and management accounting and the relevance of costing information for management. The module will introduce and develop, within an economic and organisational context, the principles and techniques used to provide appropriate relevant information for managers to enable them to make better informed decisions.

Learning Outcomes

Knowledge and understanding of some of the contexts in which management accounting operates; of the concepts which underpin management accounting; of the main current technical language and practices of management accounting and of some of the alternative technical languages and practices of management accounting

Ability to critically evaluate arguments and evidence and manipulate financial data

Ability to record and summarise economic events through the preparation of reports for management that record and summarise of economic events as they affect the organization

Ability to prepare financial statements for internal management purposes

Ability to analyse the operations of business and prepare financial projections

Ability to use communications and information technology and to communicate effectively and to work in groups and apply other inter-personal skills and to undertake independent and self-managed learning

Preliminary Reading

Bhimani, Horngren, Datar, Foster Management and Cost Accounting (5th ed) FT-Prentice Hall 2012.

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CB500		Employment Relations				
Version	Campus	Term(s)	Level	Credit (ECTS)	Assessment	Convenor
2	Canterbury	Autumn and Spring	H	30 (15)	60% Exam, 40% Coursework	Sinclair Mr P

Contact Hours

2 hours per week (1 hour lecture, 1 hour seminar, 48 hours in total)

Method of Assessment

60% written examination; 40% coursework (2 essays of 2,500 words and 2 oral presentations)

Synopsis

The module looks at employment relations within the broad context of industrial society, paying particular attention to the British experience. The analytical focus is on the social, legal, economic, historical and political factors that influence individual and collective attitudes and behaviours in employment relations. The curriculum introduces students to theories of employment relations and the multi-disciplinary nature of the subject. In the Autumn term, the module covers the nature of the employment relationship and examines the role of key actors - managers, trade unions, employees and state and supra-national institutions such as the EU. In the Spring term, key and contemporary topics are developed including; collective bargaining, industrial conflict, low pay and the National Minimum Wage, employee involvement and participation, grievance and disciplinary procedures, dismissal and redundancy, and the 'outcomes' of employment relations at a national level. The course finishes with an overview of future developments in British employment relations, analysing the social, legal, political and economic arenas.

Learning Outcomes

The intended generic learning outcomes and, as appropriate, their relationship to programme learning outcomes:

To develop the ability to present a critically coherent argument and analysis

To develop the ability to undertake self-guided research

To understand British employment relations in a competitive work environment

To understand the roles played by different actors in British employment relations

To understand the main issues and processes involved in British employment relations

To understand and analyse the driving forces which have shaped and continue to shape the development of British employment relations

To improve and develop oral presentation skills

Preliminary Reading

P.Blyton & P.Turnbull (2004) *The Dynamics of Employee Relations*, Palgrave Macmillan (3rd edn.)

P.Edwards (2003) *Industrial Relations: Theory and Practice*, Blackwell (2nd edn.)

S.Williams & D.Adam-Smith (2006) *Contemporary Employment Relations: A Critical Introduction*. Oxford: Oxford University Press

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CB501	International Employment Relations and Human Resource Management					
Version	Campus	Term(s)	Level	Credit (ECTS)	Assessment	Convenor
2	Canterbury	Autumn and Spring	H	30 (15)	70% Exam, 30% Coursework	Sinclair Mr P

Contact Hours

2 hours per week (1 hour lecture, 1 hour seminar, 44 hours total)

Method of Assessment

70% written examination; 30% coursework (2 essays of 2,500 words+presentation)

Synopsis

This module introduces students to comparative aspects of industrial relations and human resource management. It focuses on four European countries – Germany, Sweden, France and Italy – and also on the USA, which serves as an exemplar of the more decentralised and less regulated 'Anglo-Saxon' pattern. The first part of the module outlines the origins and the current working of the industrial relations system of each of the five countries in the sample. The second part draws on the knowledge acquired in the first term and addresses a number of themes in a directly comparative manner. These include management strategies, the effectiveness of trade unions, collective bargaining institutions, strikes, the role of the state, workers' participation in management, the multinational company, women in the labour market and the EU and the social chapter. The module is suitable for both social science students and those with a background in European Studies.

Learning Outcomes

To develop an understanding of the relationship between the industrial relations systems and other aspects of economic performance of the five developed economies.

To develop an understanding of the relationships between the industrial relationships systems and other aspects of economic performance of the five developed economies.

To develop an understanding of the part played by the various factors – economic, political, legal, cultural – in the information and functioning of these systems

To develop the ability to analyse and evaluate conflicting interpretations of the reasons for both convergence and divergence among the sample countries

To develop the ability to undertake self-guided research into contemporary industrial relations issues and to present a coherent argument and analysis

To develop the ability to present a critically coherent argument and analysis

To improve and develop oral presentation skills

To develop the ability to undertake self-guided research

Preliminary Reading

R.Hyman & A.Ferner (eds.) Changing Industrial Relations in Europe, Blackwell, 1998

R.Hyman Understanding European Trade Unionism Sage, 2001

J.Van Ruysseveldt & J.Visser (eds.) Industrial Relations in Europe, Sage, 1996

G.Bamber, R.Lansbury and N.Wailes (eds.) International and Comparative Employment Relations, 4th edn. Sage: London, 2004

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CB513		Taxation				
Version	Campus	Term(s)	Level	Credit (ECTS)	Assessment	Convenor
2	Canterbury	Autumn and Spring	H	30 (15)	70% Exam, 30% Coursework	Lall Mr A

Contact Hours

2 x 1-hour lectures and 1 hour seminar / workshop per week

Pre-requisites

AC506 Financial Accounting II

Method of Assessment

70% written examination; 30% coursework

Synopsis

This module introduces students to:

1. The UK tax system including the overall function and purpose of taxation in a modern economy, different types of taxes, principal sources of revenue law and practice, tax avoidance and tax evasion.
2. Income tax liabilities including the scope of income tax, income from employment and self-employment, property and investment income, the computation of taxable income and income tax liability, the use of exemptions and reliefs in deferring and minimising income tax liabilities.
3. Corporation tax liabilities including the scope of corporation tax, profits chargeable to corporation tax, the computation of corporation tax liability, the use of exemptions and reliefs in deferring and minimising corporation tax liabilities.
4. Chargeable gains including the scope of taxation of capital gains, the basic principles of computing gains and losses, gains and losses on the disposal of movable and immovable property, gains and losses on the disposal of shares and securities, the computation of capital gains tax payable by individuals, the use of exemptions and reliefs in deferring and minimising tax liabilities arising on the disposal of capital assets.
5. National insurance contributions including the scope of national insurance, class 1 and 1A contributions for employed persons, class 2 and 4 contributions for self-employed persons.
6. Value added tax including the scope of VAT, registration requirements, computation of VAT liabilities.
7. Inheritance tax and the use of exemptions and reliefs in deferring and minimising inheritance tax liabilities.
8. Introduction to international tax strategy, implementation, compliance and defence.
9. The obligations of taxpayers and/or their agents including the systems for self-assessment and the making of returns, the time limits for the submission of information, claims and payment of tax, the procedures relating to enquiries, appeals and disputes, penalties for non-compliance.
10. General introduction to ethics of business and taxation.

Learning Outcomes

The module provides opportunities for students to develop and demonstrate:

Knowledge and understanding of the regulatory commercial, professional and social environment within taxes are levied, and tax computations are prepared and used.

Knowledge and understanding of aspects of the conceptual (economic decision theoretic and behavioural) underpinning to the tax legislation.

Knowledge and understanding of the technical language and practices employed in recognition and measurement of taxable income in the UK.

Ability to critically evaluate arguments and evidence.

Ability to analyse financial data in the context of liability for taxation.

Ability to evaluate financial data and prepare tax computations based on financial data.

Ability to analyse the operations of a business from a tax planning perspective.

Preliminary Reading

Lymer A, and Oats L "Taxation: Policy and Practice." 17th (2010/11) Ed., Fiscal Publications

Tiley S. & Collison "UK Tax Guide" 2010 LexisNexis UK

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CB514 Operations Management

Version	Campus	Term(s)	Level	Credit (ECTS)	Assessment	Convenor
2	Canterbury	Autumn	H	15 (7.5)	70% Exam, 30% Coursework	Dick Dr G

Contact Hours

2 x 1 hour lectures, and 1 hour bi-weekly tutorial

Method of Assessment

70% 2-hour examination; 30% coursework

Synopsis

Operations management is concerned with creating the products and services upon which we all depend. It is about the realization of the ideas of marketers and designers through the effective management of processes and people. The module aims to provide a clearly structured qualitative treatment of operations management as it applies to service and manufacturing businesses.

Learning Outcomes

Be familiar with the field of operations management and its application in manufacturing and service business.

Know a variety of techniques and analysis frameworks used by operations managers to help them make decisions, on design, planning, quality and workforce issues, be able to illustrate how to use them and understand their capabilities and limitations. Understand how design, planning, quality and workforce issues interrelate and how each can contribute to achieving operations objectives.

Analyse case issues, present findings and suggest solutions.

Develop team working skills through case study group work.

Preliminary Reading

Slack, N. et al (2007) Operations Management, FT/Prentice Hall (6th edn.)

CB520 Service Management

Version	Campus	Term(s)	Level	Credit (ECTS)	Assessment	Convenor
2	Canterbury	Spring	H	15 (7.5)	70% Exam, 30% Coursework	Dick Dr G

Contact Hours

Two one hour lectures, and bi-weekly one hour seminar

Pre-requisites

Students will normally have taken CB514 Operations Management

Method of Assessment

70% 2-hour written examination; 30% coursework

Synopsis

This module follows CB514 Operations Management but its focus is on services. It deals with the management of service operations: that part of any organisation that produces and delivers services required by customers of the organisation. The module aims to provide a clearly structured qualitative treatment of service management that explores the design of service delivery systems and how customer service quality can be managed.

Learning Outcomes

Be familiar with the field of service management

Understand the importance of customer orientation and its strategic and operational role in gaining competitive advantage in services

Analyse and evaluate different approaches to service design, having regard to business and operational objectives

Analyse case issues, present findings and suggest solutions

Develop team working skills through group discussion tasks and case study work

Preliminary Reading

Fitzsimmons, J.A. and Fitzsimmons, M.J. Service Management (7th edn.), McGraw-Hill (2008)

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CB523		International Business				
Version	Campus	Term(s)	Level	Credit (ECTS)	Assessment	Convenor
1	Canterbury	Autumn and Spring	H	30 (15)	70% Exam, 30% Coursework	Shirole Mr R

Contact Hours

2 per week (1-hour lecture and 1-hour seminar)

Pre-requisites

There are no pre-requisites for this module

Method of Assessment

70% examination; 30% coursework

Synopsis

The internationalisation of commerce and the world's capital markets has spurred a growing interest in impact and success of foreign business entities in the home country. Many business decisions are influenced by global events and constrained by international institutions, and naive thinking about international politics, economics, cultures, exchange rates and foreign competitors can quickly have an adverse effect on a firm. The module aims to provide an understanding of the complex environment in which international business takes place and the ways companies deal with these challenges. The module is taught in two parts. The first part examines the political, economic and cultural environments that affect business. It also explores the determinants of national competitive advantage, the role of government and trade regulations in conducting business, the impact of regional integration and of international organisations such as the IMF and the WTO, the motives and the impact of multinational enterprises. The second part is dedicated to analysing the ways in which international business performs main functions such as human resource management, marketing and finance in an international context. Furthermore, international negotiations issues, corporate social responsibility and the relevance of e-business to international business are discussed. Case studies are used throughout the module in order to link theory and practice.

Learning Outcomes

Develop an awareness of the issues, concepts, theories and techniques associated with international business.

Develop an understanding of the complex environment in which international business takes place and of the ways in which international business meets these challenges.

Enhance the ability to plan work, study independently and use relevant resources.

Develop the ability to identify, find, select, record, organize manipulate and evaluate data and apply relevant techniques to determine a contextually relevant outcome.

The ability to structure and develop appropriate and effective communications, critically and self critically, orally and in writing.

The ability to structure, develop and defend a complex argument as well as to receive and use criticism and advice so as to learn from others.

Enhance the ability to produce work in appropriate formats, demonstrating an understanding of academic conventions.

Preliminary Reading

Daniels & Radebaugh International Business: Environment and Operations, Pearson Education

Ball & McColloch International Business: The Challenge of Global Competition, Irwin/McGraw Hill

CB525		Project in Management Science or Social Statistics (1 unit)				
Version	Campus	Term(s)	Level	Credit (ECTS)	Assessment	Convenor
1	Canterbury	Autumn and Spring	H	15 (7.5)	85% Project, 15% Coursework	Salhi Prof S

Contact Hours

Up to 10 hours in class, plus about 5 individual supervisions (includes weekly workshops; project supervisions)

Restrictions

May NOT be taken with MA660 or CB542 and is ONLY available to students registered for degrees or diplomas involving Management Science

Synopsis

This project module involves quantitative research into some topic in the Social or Management Sciences. This module has essentially the same aims and objectives as MA660, its 30 Credit equivalent. However, students on this 15 Credit module are not expected to pursue their research in such great breadth or depth.

Learning Outcomes

Produce high quality written reports of appropriate length and style

Develop transferable skills of independent learning

Select an appropriate management science technique applicable to a management problem, represent it in a mathematical or structured form and analyse the model developed

Display competence in time and project management to complete a substantial task independently

Present a summary of the assessed report effectively to a small group

Make appropriate choices of methodology and analytical approaches for the required project

Preliminary Reading

J.A.Sharp, J.Peters & K.Howard (2002) The Management of a Student Research Project (3rd edn.) Gower

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CB542 Business/Management Project

Version	Campus	Term(s)	Level	Credit (ECTS)	Assessment	Convenor
1	Canterbury	Autumn and Spring	H	30 (15)	85% Project, 15% Coursework	O'Hanley Dr J

Contact Hours

About 15 hours of workshop and presentations; up to 5 hours of supervision

Restrictions

May NOT be taken with CB525 or MA660 Project in Management Science or Social Statistics or any other 30 credit project module.

Method of Assessment

5% progress report (max 1,000 words), 10% 10 minute presentation, 85% final report (normally 8,000-12,000 words).

Synopsis

The main aim of this module is to provide an opportunity for an in-depth independent study of an aspect of business and management chosen by the student in agreement with the student's project supervisor. It will also develop research, communication and other key skills.

The projects, which are expected to be 8000 to 12000 words long, may include reports that apply ideas in the literature to analyse a company, projects involving data collection from individuals or organizations, or investigations done for a client that follow a consultancy model. Students can use the project to deepen their knowledge of an aspect of management, or to integrate ideas from a number of other relevant modules through an appropriate choice of topic.

Learning Outcomes

Effective use of books, journals and online resources to help define their project and find relevant data

Competency in time and project management to complete a substantial task independently, including any necessary data collection

Appropriate choices of methodology and analytical approaches to project work

Transferable skills of independent learning

Ability to write a sound project report of appropriate length and style

Ability to present a summary of their report effectively to a small group

Preliminary Reading

Wilson, J., (2010). Essentials of Business Research, Sage London.

Kumar, R., (2011). Research Methodology, 3rd Ed. Sage London

Davies, M.B., (2007) Doing a Successful Student Research Project using Qualitative or Quantitative Methods, Basingstoke, Palgrave Macmillan.

CB544 International Marketing

Version	Campus	Term(s)	Level	Credit (ECTS)	Assessment	Convenor
1	Canterbury	Autumn	H	15 (7.5)	100% Project	Duffy Dr R

Contact Hours

1 hour lecture and 1 hour seminar per week

Pre-requisites

Successful completion of CB680 and CB683

Method of Assessment

100% project: 4,000 - 6,000 word project (85%) and group presentation (15%).

Synopsis

This module is about marketing across the national frontier. Students will acquire the ability to identify and analyse market opportunities in foreign markets and write a marketing plan to effect entry to selected markets. This module comprises a weekly lecture on the theories and practice of international marketing, seminars and group discussions to solve practical business problems in the marketing of products and/or services to foreign markets.

Learning Outcomes

To analyse the business environment in a foreign country at both the micro and macro levels

To develop appropriate market entry strategies for different international markets

To develop appropriate international marketing plans

To understand the importance of international marketing in international businesses

To identify opportunities in international markets

Preliminary Reading

Hollenson, S. (2007) Global Marketing: A decision orientated approach (4th edn.) Prentice Hall

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CB545 Marketing Research

Version	Campus	Term(s)	Level	Credit (ECTS)	Assessment	Convenor
1	Canterbury	Autumn	H	15 (7.5)	100% Project	Duffy Dr R

Contact Hours

1 hour lecture and 1 hour seminar per week

Pre-requisites

Successful completion of CB680 and CB683

Method of Assessment

100% project: 4,000 - 6,000 word project (85%) and group presentation (15%).

Synopsis

This module aims to provide students with understanding and experience of the theory and practice of marketing research. During this module students will gain experience in the design and implementation of practical marketing research tasks. Weekly lectures are supported with supervised group practical work. This module will provide a good grounding for any students wishing to pursue a career in marketing or marketing research.

Learning Outcomes

Develop functional competency in marketing research through a programme of practical work using "real world" situations

To develop a practical understanding of key analytical techniques in marketing research

Understanding marketing theory and concepts in marketing research and be able to apply these to designated practical assignments

To develop a understanding of the practical issues involved in conducting market research.

Ability to apply theory and to develop analytical and decision-making skills in marketing research

Preliminary Reading

McDaniel,C. & Gates,R. Marketing Research Essentials (6th edn.), John Wiley (2008)

CB546 Marketing Communications

Version	Campus	Term(s)	Level	Credit (ECTS)	Assessment	Convenor
1	Canterbury	Spring	H	15 (7.5)	100% Project	Petrovici Dr D

Contact Hours

1 hour lecture, 1 hour seminar per week

Pre-requisites

Successful completion CB680 and CB683

Method of Assessment

100% coursework: 4,500 - 5, 000 word project (90%) and group presentation (10%).

Synopsis

Case studies, and group practical exercises will be used, focusing on applying theory to functional and strategic decisions. Students will work in teams, but will prepare and write an individual marketing communications plan to a specific "real world" brief.

Key topics covered are: The communication process; Strategy and planning; Image and brand management; Advertising; Media planning; Direct marketing; Electronic media; Public relations; Exhibitions, trade shows and sponsorship; Sales promotions, merchandising and point of sale; Personal selling and sales management.

Learning Outcomes

Understanding of marketing communications theory and concepts and their application to designated practical assignments

Integration of theory-based marketing decisions with budget management, operational planning, group management and decision-making

Development of functional competency in marketing communications applications through a programme of practical work using "real world" situations

Work individually to write a Marketing Communications Plan which integrates the advertisement into a comprehensive new-product launch campaign

Development of skills in communicating results and recommendations in verbal and written form

Work in groups to design and create an advertisement to launch a new product to the market based on a "live" brief

Preliminary Reading

Fill,C. (2009) Marketing Communications: Interactivity, Communities and Content (5th ed.), Harlow: New York, Financial Times Prentice Hall

Pickton,D. & Broderick,A. (2004) Integrated Marketing Communications, (2nd ed.), London, Prentice Hall

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CB547 Strategic Management						
Version	Campus	Term(s)	Level	Credit (ECTS)	Assessment	Convenor
1	Canterbury	Autumn and Spring	H	30 (15)	60% Exam, 40% Coursework	Emmanouilidou Miss M

Contact Hours

2 hours per week (1 hour lecture and 1 hour seminar/study group session).

Method of Assessment

60% written examination, 3 - hours, unseen, closed book; 40% Coursework: TBC

Synopsis

Strategic Management aims to provide an understanding of strategic analysis, strategic decision-making and strategic processes within and between organisations. The module content is taught in two parts: approaches to strategic management, concepts and frameworks; and issues in strategic management. The first part of the module provides an introduction to strategic management. We discuss some of the main ways in which strategy has been defined, some of the key concepts used, and its role within organisations of different types. The structure of, and processes within, organisations are examined. Emphasis is placed on the relationship between strategy, structure and culture. Each of these is itself affected by the external environmental context of the organisation. The concepts of control, information and knowledge are introduced and their impact on successful implementation of strategies is discussed. The second part of the module examines a number of current issues which are among the many different influences on strategy, such as globalisation, the role of alliances and the emergence of new organisational forms. These issues, themselves complex in nature, contribute to the complexity of organisations. Case studies, which are used throughout the module, provide a vehicle for exploring the relationship between theory and practice.

Learning Outcomes

Develop an understanding, at appropriate levels, of the impact of structure, culture, control and information systems on the strategic management process within organisations

Develop an appreciation of the relationship between the external context of an organisation and its internal context and their impact on its strategies

Encourage an appreciation of organisational complexity

Enhanced skills of strategic analysis through applied work on case material

An ability to work with others effectively and efficiently to analyse and evaluate case materials

An ability to utilise theories, concepts and frameworks from strategic management to make sense of organisational decision-making and contribute effectively to it.

Develop an appreciation of the role of strategic management within organisations and an awareness of the process issues and problems associated with the strategic management of organisations

An ability to organise and present an analysis as a considered viewpoint.

An ability to communicate effectively within a group and organisational context

An ability to find, select, organise and synthesise complex information

An ability to contribute effectively to organisational decision-making

Interpersonal skills required for interacting within groups and small teams

Team presentation skills

Preliminary Reading

Haberberg, A. & Rieple, A. 2008 *The Strategic Management: Theory & Application*. Oxford: OUP

Thompson, J. & Martin, F. *Strategic Management (5th ed.)* London, Thomson, (2005)

CB587 E-Commerce and Business						
Version	Campus	Term(s)	Level	Credit (ECTS)	Assessment	Convenor
1	Canterbury	Autumn	H	15 (7.5)	100% Coursework	Laffey Mr D

Contact Hours

11 hours lectures; 11 hours seminars

Method of Assessment

15% from a number of short weekly online tests, 15% from online seminars, 70% project involving the evaluation of a website.

Synopsis

Provides a business and management perspective on e-commerce. Topics include enabling technologies for e-commerce, the Internet and World Wide Web, databases and dataware houses, website design and management; key e-process in services and manufacturing; multi-channel and pure play models; globalisation; organisational issues; e-strategy and outsourcing; e-markets; e-supply chain management; This area is changing rapidly; the module content will reflect current trends.

Learning Outcomes

Ability to plan and study independently in the subject area using relevant resources

An understanding of how the internet supports e-commerce

An understanding of the main "pure e-commerce" business models

An understanding of the ways in which e-commerce supports other businesses

Develop group working skills, including listening, responding to different points of view, negotiating outcomes and evaluating the work of other students.

Preliminary Reading

Amit, R. and Zott C. (2001) Value creation in E-Business, *Strategic Management Journal*, Volume 22, Numbers 6 - 7, pp493-520

Laffey, D. and Sharp, J.A. (2008) Paid Search Wars, *communications of the Association for Information Systems*, 22 (32).

Laudon, K.C. and Traver, C.G. (2009) *E-commerce: business, technology, society*, 5th Edition, Upper Saddle River, N.J.

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CB588 Business to Business Marketing

Version	Campus	Term(s)	Level	Credit (ECTS)	Assessment	Convenor
1	Canterbury	Spring	H	15 (7.5)	100% Project	Thomson Mr F

Contact Hours

12 hours of lectures and 12 hours of seminars

Pre-requisites

Successful completion of CB680 and CB683

Restrictions

Available only to students registered for degrees involving Business Administration

Method of Assessment

100% coursework: 20% Presentation, 80% Project.

Synopsis

Business to Business Marketing is about marketing to businesses and/or organizations in contrast to individual consumers. At the end of this module, students will have understood the distinctiveness of business markets as compared to consumer markets and acquired the ability to analyse and respond to managerial problems in managing business markets. The module comprises a weekly lecture on the theories and practice of business to business marketing, seminars and group discussions to solve practical business problems in the marketing of products and services to businesses and/or organizations.

Learning Outcomes

An understanding of the characteristics of business markets and business to business marketing

An ability to analyse and solve managerial problems relating to business markets management

Acquire personal and team working skills in planning, research, analysis and presentation

An ability to manage marketing activities, particularly in business markets

Preliminary Reading

Wim & Biemams, Business to Business Marketing

CB600 Games and Networks

Version	Campus	Term(s)	Level	Credit (ECTS)	Assessment	Convenor
2	Canterbury	Spring	H	15 (7.5)	70% Exam, 30% Coursework	Nagy Dr G

Contact Hours

24 lectures, 12 seminars.

Pre-requisites

Level C module in Mathematics (eg CB314, EC305/306, MA301/303)

Method of Assessment

70% 2-hour examination; 30% Coursework (four components)

Synopsis

This module covers: Combinatorial Optimisation (The Shortest Path Problem, The Minimal Spanning Tree Problem, Flows in Networks, Scheduling Theory, Computational Complexity); Theory of Games (Matrix Games – Pure Strategies, Matrix Games – Mixed Strategies, Bimatrix Games, N-person Games and Multi-Criteria Decision Theory)

Learning Outcomes

Develop models of problems in the fields of Combinatorial Optimisation and Game Theory

Analyse such models and hence solve problems

Present the findings of analyses in a rigorous yet clear fashion

Apply problem-solving and numerical skills to solve complex problems

Preliminary Reading

W.L.Winston (1994) Operations Research: Applications and Algorithms (3rd edn.), ITP-Duxbury Belmont

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CB602	E-Marketing					
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Version	Campus	Term(s)	Level	Credit (ECTS)	Assessment	Convenor
1	Canterbury	Spring	H	15 (7.5)	100% Coursework	Laffey Mr D

Contact Hours

11 hours of lectures, 11 hours of seminars

Restrictions

Not available as a 'wild' module, and subject to a Quota of 80 students

Method of Assessment

100% coursework: 20% Group Presentation, 80% from an individual project report which critically appraises a topics from the module agreed with the module convenor.

Synopsis

The E-Marketing environment; Enabling technologies for E-Marketing – Legacy systems, Technology Infrastructures, The Internet, Mobile Technologies; Customers in the Internet age: knowing, reaching & retaining the customer; Internet marketing strategy; Disintermediation and channel integration; Loyalty, Customer Relationship Management and Data Mining; Data protection and legal issues; E-Marketing campaigns; Measurement of E-Marketing; Brands in the Internet age.

Learning Outcomes

The module aims to equip students to participate with knowledge and understanding in organizations which use technologies to support existing marketing efforts and/or develop new marketing initiatives through the new technologies.

Plan work and study independently in the subject area using relevant resources

Understand how the Internet and other electronic technologies support marketing

Develop group working skills, including listening, responding to different points of view, negotiating outcomes and evaluating the work of other students

Understand the role of the Internet and other technologies in marketing in the modern multi-channel organization, i.e. an organization which operates through the high street, telephone and internet, both in the business-to-consumer (B2C) and business-to-business (B2B) context

Preliminary Reading

Gay,R., Charlesworth,A. and Esen,R. (2007) Online Marketing: A Customer-led Approach, 1st Edition, New York: Oxford University Press. ISBN: 0199265852

Chaffey,D., Mayer,D., Johnson,K. & Ellis-Chadwick,F. (2008) Internet Marketing, 4th Edition, Financial Times, Prentice-Hall. ISBN: 0273717405

Hardaker,G. & Graham,G. (2001) Wired Marketing: Energising Business for E-Commerce. Wiley Chichester. ISBN: 0471496456

CB605	European Business					
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Version	Campus	Term(s)	Level	Credit (ECTS)	Assessment	Convenor
1	Canterbury	Autumn and Spring	H	30 (15)	60% Exam, 40% Coursework	Robinson Mr S

Contact Hours

2 hours per week (1 hour lecture and 1 hour seminar)

Restrictions

Available to International Business students only

Method of Assessment

60% 3-hour written examination; 40% Coursework (1 essay, 1 presentation, 1 report)

Synopsis

Globalisation and European economic integration both have significant effects upon the environment of business and business operations in general. The overall aim of this module is to enable students to increase their knowledge of the general business environment through evaluating the impact of EU policies on European business whilst examining the practicalities of doing business within the 'new' Europe. Initially the module examines the economic and political aspects of the European Union and the impact of the 'common policies' on the wider business environment. These include the single market programme, the single currency, competition policy, regional policy and the common commercial policy. Furthermore, the module examines the process and practicalities of 'doing business' in the 'new' Europe, how businesses identify, enter and adapt to European markets. This includes strategy development, market screening, the study of European business cultures and the practice of marketing, HRM and finance in a European context.

Learning Outcomes

Understand the nature and characteristics of the European business environment; specifically the size and structure of European business.

Examine the historical development of the European Union and analyse its political and institutional framework; specifically the scope and power of the governing institutions

Identify, analyse and evaluate the impact of EU policies on the operations of European businesses

Analyse alternative business strategies used to identify and access EU markets

Examine different European business cultures and analyse alternative management styles; specifically the managing of cultural diversity and management practice within a European business environment

Preliminary Reading

Senior Nello,S. (2009) The European Union: Economics, Policies and History (2nd edn.) McGraw Hill

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CB610		The Psychology of the Workplace				
Version	Campus	Term(s)	Level	Credit (ECTS)	Assessment	Convenor
1	Canterbury	Autumn and Spring	H	30 (15)	70% Exam, 30% Coursework	Yeow Dr P

Contact Hours

1 hour lecture & 1 hour seminar per week

Pre-requisites

Stage 1 module CB312 (Introduction to Management)

Method of Assessment

70% 3-hour written examination; 30% Coursework (two essays, seminar participation and presentations)

Synopsis

This module presents an overview of what work psychology is and its relevance and usefulness in improving our understanding and management of people (including ourselves) at work. It seeks to study how people can best be assessed, motivated, led, trained and developed at work. It will introduce key areas of contemporary work psychology to the students and by using both theory and practice, it is hoped that the relevance will be clear by the end of the module. Lecture topics will include: origins of work psychology and perspectives on work organisations and cultures, personnel selection, learning and training, leadership, work-related stress and psychological well being, safety at work, individual perceptions and differences, and the changing organisation.

Learning Outcomes

Apply relevant methods/practices to make the workplace a more satisfying and efficient place to be in
Analyse and evaluate the key factors shaping and changing the contemporary work environment
Understand behavioural and managerial issues of people management in the workplace
Understand the relevance of psychology in organisations and in the workplace

Preliminary Reading

Millward L (2005) Understanding Occupational & Organisational Psychology. London: Sage
Arnold, J. et al (2005) Work Psychology (4th edn.) UK: FT Prentice-Hall
Matthewman, L, Rose, A., and Hetherington, A. (2009). Work Psychology. OUP: UK
Woods, S. A. & West, M. A (2010) The Psychology of Work & Organisations Cengage Learning: UK
Arnold, J & Randall, R et al (2010) Work Psychology: Understanding Human Behaviour in the Workplace (5th Ed) FT Prentice-Hall: UK

CB611		Futures and Options Markets				
Version	Campus	Term(s)	Level	Credit (ECTS)	Assessment	Convenor
1	Canterbury	Autumn and Spring	H	30 (15)	70% Exam, 30% Coursework	Iqbal Dr A

Contact Hours

44 one-hour lectures followed by one-hour small group workshops

Pre-requisites

AC508 Principles of Finance

Method of Assessment

70% examination (3 hours); 30% Coursework (two Moodle assessments and two timed essay/computational questions - all equally weighted)

Synopsis

This module is concerned with International Investment Banks' products and strategies that involve the description and analyses of the characteristics of more commonly used financial derivative instruments such as forwards, futures, swaps, and options involving commodities, interest rates, currencies, and equities markets. Modern financial techniques are used to value financial derivatives. The main emphasis of the module is on how financial institutions and traders value, replicate, and arbitrage the financial instruments and how they encourage their clients to use derivative products to implement risk management strategies in the context of corporate applications. This will help students to learn the techniques used in valuing financial derivatives and hedging risk exposure. Successful completion of the module will provide a solid base for the student wishing to pursue a career in International Investment Banking and Treasury Management.

Learning Outcomes

Ability to: analyse, compare and contrast alternative risk management strategies
Various financial derivative instruments and risk management techniques in the context of International Investment Banking
The application of appropriate financial techniques that are used to value financial derivatives
Concepts and principles under which financial derivative instruments are traded
Prepare appropriate diagrams to reflect various trading strategies, binomial trees, etc.
Use financial derivative instruments to implement risk management strategies
Apply numeracy, information technology and communication skills
Plan and work independently and within groups, and locate and extract information from different sources

Preliminary Reading

Chance, D.M. & Brooks, R. An Introduction to Derivatives and Risk Management, Cengage Learning, Mason, USA
Hull, J.C. Fundamentals of Future and Options Markets (7th ed.), Prentice-Hall, London, 2011
Brealey, R., Myers, S. & Allen, F. Corporate Finance (9th ed.), McGraw-Hill, London, 2008
McDonald, R.C. Fundamentals of Derivatives Markets, Pearson International Edition, Pearson, Prentice Hall, 2009
Colin, A. Carter. Futures and Options Markets Prentice Hall, New Jersey, 2003

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CB612 New Enterprise Startup

Version	Campus	Term(s)	Level	Credit (ECTS)	Assessment	Convenor
1	Canterbury	Autumn	I	15 (7.5)	100% Coursework	Yu Mr T

Contact Hours

11 x 2 hour workshops

Restrictions

Not available as a 'wild' module

Method of Assessment

100% coursework: the completion of a 3,000 word business start-up plan (90%) and a presentation of the business plan (10%)

Synopsis

The module will examine the characteristics required of a business to succeed and the reasons for business failure, risks and uncertainties, skills requirements for business ownership, & sources of advice and support for businesses. It will look at the new business planning process, developing and evaluating the business idea, & producing a business plan for potential lenders and investors. It will cover the financial aspects, market research & planning, quality standards, legal issues, staff and physical resources, and the overall planning and implementation of the business plan.

This module is closely linked with Network612, a small business, graduate entrepreneurship and business support services forum. There are six network events during the year.

Learning Outcomes

Understand the legal aspects of developing a new business including trading status, risks and liabilities, relevant UK and EU legislation, insurance and insolvency.

Understand the planning processes for implementing the proposed venture in terms of planning self-development, planning and obtaining physical resources, planning staff resources, identifying financial resource requirements, and planning the phased implementation of the proposals.

Understand the marketing processes including researching the potential market and competitors, identifying market segments, preparing a marketing plan, ensuring quality of products and/or services, and understanding customer relationships.

Understand the financial processes relevant to a new business venture including budgetary planning and control, cash-flow forecasting, VAT, break-even analysis, personal survival budgets, financial statements and credit control.

Prepare a viable Business Plan for a new venture that is capable of being presented to a potential lender or financial institution or investor without substantial modification.

Preliminary Reading

Butler, D. Enterprise Planning and Development – Small Business Start-up, Survival and Growth Elsevier (2006)

CB613 Enterprise

Version	Campus	Term(s)	Level	Credit (ECTS)	Assessment	Convenor
1	Canterbury	Spring	H	15 (7.5)	60% Exam, 40% Coursework	Yu Mr T

Contact Hours

1-hour lecture and 1-hour seminar per week x 11 weeks

Restrictions

Not available as a 'wild' module. Available only to Business students

Method of Assessment

60% two-hour examination; 40% coursework comprising seminar presentation (10%), assignment (20%) and portfolio of articles (10%)

Synopsis

This module examines the role of enterprise and entrepreneurship in the economy, particularly in the context of small business that now make up a very significant sector of the UK economy. It will consider issues of business start-up, survival and growth strategies, government policy and intervention, and examples of individual entrepreneurs and the development of their enterprises.

This module is closely linked with Network612, a small business, graduate entrepreneurship and business support services forum, which meets monthly.

Learning Outcomes

Explain the role and relevance of small businesses within the UK economy, and the influences of government policy

Discuss the issues that impact on the potential survival and growth of SMEs and social enterprises in the context of UK and EU political and economic policies

Explain the differences in strategy for survival and growth between large and small firms

Understand the significance of the entrepreneurial culture to the changing 21st Century socio-economic structure

Understand the process of planning a new venture, the business skills required, and how they differ from the skills needed to manage larger organizations

Examine and discuss the main underlying concepts, issues and problems relating to entrepreneurship and the attitudes that differentiate enterprising and non-enterprising businesses

Preliminary Reading

Butler, D. Enterprise Planning and Development – Small Business Start-up, Survival and Growth, Elsevier 2006

Stokes, D. & Wilson, N. Small Business Management and Entrepreneurship (6th edn.) (2010)

Stokes, D., Wilson, N. and Mador, M. Entrepreneurship (2010)

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CB617		Financial Statement Analysis				
Version	Campus	Term(s)	Level	Credit (ECTS)	Assessment	Convenor
1	Canterbury	Autumn and Spring	H	30 (15)	70% Exam, 30% Coursework	Shiwakoti Dr R

Contact Hours

2 one-hour lectures and a one-hour seminar per week (2 hours lectures and 1 hour seminar per week)

Pre-requisites

AC506 Financial Accounting II

Method of Assessment

70% written examination (3 hours); 30% Coursework (minimum of 3 assignments drawn from one compulsory group presentation task and 3 computations/essays)

Synopsis

The aim of this module is to further develop students' ability to analyse corporate financial statement information and use this information in making performance evaluations and investment decisions. The module investigates the role of corporate financial statements in the context of company valuation. The valuation models and implications of market based accounting research will be thoroughly analysed. Lecture topics will include the following: Foundations of financial statement analysis, economic and sector performance, the financial reporting model, critique of financial statements, standardising financial statement information, ratio analysis, economics of valuation, dividend based model, income based model, asset based model, cash flow based model, abnormal earnings, risk, market efficiency, value relevance, agency theory, clean surplus, governance, evaluation of managerial performance, bankruptcy.

Learning Outcomes

Knowledge and understanding of company valuation models and the role of corporate financial statements in corporate valuation.

Knowledge and understanding of the technical, economic and social environment within which corporate financial statements are analysed and used.

Ability to critically evaluate arguments and evidence

Ability to analyse corporate financial statements.

Ability to perform company valuations using corporate financial statements and other data.

Use communication and information technology in acquiring, analysing and communicating information

Preliminary Reading

Barker,R. (2001) Determining Value: Valuation Models and Financial Statements, FT Prentice-Hall

Rees,W. Financial Statement Analysis, Prentice Hall (latest edition)

Palepu,K., Healy,P. & Peek,E. Business Analysis and Valuation IFRS edition, text and cases, South-western, Cengage learning

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CB658	Diversity in Organisations					
Version	Campus	Term(s)	Level	Credit (ECTS)	Assessment	Convenor
1	Canterbury	Spring	H	15 (7.5)	60% Exam, 40% Coursework	Syed Dr J

Contact Hours

2 hours per week: 1 x 1 hour lecture and 1 x 1 hour seminar.

Pre-requisites

CB682 - Managing People

Restrictions

Not available as a 'wild' module. Available only to Business students

Method of Assessment

60% examination; 40% coursework comprising 10% oral presentation, 5% seminar contribution, 25% essay

Synopsis

This module will examine issues confronting managers of a diverse workforce. In particular issues such as ethnicity, race, language, ageing, disability, gender and intersectional identities will be discussed. Two key approaches towards managing diversity will be explained, i.e. the social equity case of managing diversity and the business benefits case of managing diversity. The module will also explore following diversity related concepts and topics: social identity, stereotyping, discrimination, intergroup conflict, structural integration and organizational change. The focus is on using knowledge of diversity issues to develop the leadership potential of individuals and organizations.

Learning Outcomes

Analyse how their own cultural diversity influences interactions with other individuals in the workplace

Recognise and respect individual differences

Assess how attitudes and practices influence equity and opportunity in organisations

Distinguish between individual, organisational, and societal dimensions of issues and interventions

Identify organisational factors that hinder and those that promote managing diversity

Understand the approach taken to diversity and equal opportunities in the UK in comparison to other national contexts.

Preliminary Reading

Kirton, G. & Greene, A-M. (2005) *The Dynamics of Managing Diversity: A Critical Approach*. (2nd Edition). Oxford: Elsevier. (this will be the core text book)

Konrad, A., Prasad, P., & Pringle, J. (Eds.) (2006) *Handbooks of Workplace Diversity*. London: Sage.

Blaine, B.E. (2007) *Understanding the Psychology of Diversity*. London: Sage.

Harvey, C. & Allard, M.J. (Eds.) (2005) *Understanding and Managing Diversity: Readings, Cases, and Exercises*. (3rd Edition). New York: Prentice Hall.

Bell, M. (2007) *Diversity in Organizations*. Mason, OH: Thomson/South-Western.

Özbilgin, M. & Syed, J. (Eds.) (2010). *Managing Cultural Diversity in Asia: A Research Companion*. New York and Cheltenham: Edward Elgar.

Kramar, R. & Syed, J. (Eds) (2012). *Human Resource Management in a Global Context: a critical approach*. Basingstoke: Palgrave MacMillan

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CB667 Simulation Modelling

Version	Campus	Term(s)	Level	Credit (ECTS)	Assessment	Convenor
1	Canterbury	Spring	H	15 (7.5)	100% Coursework	

Contact Hours

1 hour lecture and 2 hour computing session per week

Pre-requisites

A background in A-level maths and a familiarity with spreadsheets (Excel) are recommended. A basic introduction to statistics is also helpful but not required.

Method of Assessment

100% coursework

Synopsis

Real-world business systems are often very complex and characterised by considerable uncertainty, making them very difficult to analyse using precise mathematical and analytical techniques. Consequently, OR practitioners must frequently rely upon the use of simulation models to adequately study the behaviours and dynamics of a system. Students will thus be introduced to some of the basic theoretical underpinnings of simulation modelling, learn necessary skills for the proper development and application of simulation models, and gain practical training in how to implement models using commercial software. Students will also have the opportunity to put their knowledge into practice by building and analysing a simulation model as part of a case-study project.

Learning Outcomes

Appreciate the difference between deterministic and stochastic models

Understand some of the theoretical foundations of stochastic simulation, including queuing theory and random number generation

Understand the limitations of queuing theory models and how these can be overcome through the use of simulation models

To build a discrete-event simulation model using commercial software, analyse the input data for a model, specify probability distributions for unknown parameters in a model, verify and validate a model, and analyse a model's output

Communicate technical results effectively to both technical experts and non-specialist managers

Write a project report based on the use of simulation modelling applied to a realistic management problem, incorporating suitable commentary and graphic results

Gain a basic grasp of Queuing Theory, including some of its key assumptions, benefits and limitations.

Understand the theoretical, conceptual and technical basis of discrete-event simulation modules.

Preliminary Reading

S.Robinson (2004) Simulation: The Practice of Model Development and Use, John Wiley & Sons

M.Pidd (2004) Computer Simulation in Management Science, John Wiley & Sons

CB668 Linear Programming and its Application

Version	Campus	Term(s)	Level	Credit (ECTS)	Assessment	Convenor
2	Canterbury	Autumn	H	15 (7.5)	70% Exam, 30% Coursework	Salhi Prof S

Contact Hours

2 hour lecture; 1 hour seminar per week

Pre-requisites

CB314 - Quantitative Models and Methods for Accounting and Finance or equivalent.

Method of Assessment

70% examination; 30% coursework

Synopsis

The module will cover the broad areas of modelling linear programming (LP) applications which can arise in management, finance, business, and marketing. Note the word 'programming' refers to planning rather than computer programming. It will include an outline of the graphical method and introduce the Simplex Method using optimality and feasibility criteria including the two-phase method. It will also cover briefly degeneracy issues in LP but concentrates on duality theory and its applications, the use of Dual Simplex Method, and a brief on post-optimality analysis. A case will be used for illustration. If time allows LP adaptations to Data Envelopment Analysis and integer programming, will be given.

Learning Outcomes

Appreciate modelling and the use of matrices in practice

Learn about and use excelsolver to solve large (LP) problems and analyse results

Formulate management/finance /decision problems that fall into Linear Programming (LP).

Understand the logic and mathematics based on linear algebra, that underpin some of the theory

Preliminary Reading

Winston,W.L., Albright,S.C. Practical Management Science, Duxbury Thomson Learning Pacific Grove and Brodie (2004)

Taha,H.A. (1997) Operations Research: An introduction (latest edn.) Prentice Hall

Winston,W.L. (1997) Operations Research: Applications and Algorithms (latest edn.) PWS-Kent

Sahi,S (2001) LP and its applications: Lecture notes, School of Mathematics, Birmingham University (latest edition)

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CB670 Research Frontiers In Management Science

Version	Campus	Term(s)	Level	Credit (ECTS)	Assessment	Convenor
1	Canterbury	Autumn	H	15 (7.5)	100% Coursework	Liu Prof W

Contact Hours

2 hour lecture, 1 hour seminar per week

Pre-requisites

CB586 Techniques and Methods in Management Science, CB668 Mathematical Programming and its Application. Students from other Schools with a good overall grade in Stage 2 and at the discretion of the Director of Studies for Management Science

Method of Assessment

100% Coursework (3-4 components).

Synopsis

This module will cover advanced topics that are closely related to decision making in practice while pinpointing the new development in research within Management Science in the broader sense. This module will consist of 3 or 4 topics each year, not necessary the same from year to year. The staff may include experts from other Schools, from companies or visiting professors at KBS. The module may include location analyses, vehicle routing and scheduling problems, advances in DEA, new topics in heuristic search, soft system methodology, GIS, medical/financial statistics, optimisation in risk management and some advances in applied statistics.

Learning Outcomes

See the importance of research in teaching as well as in decision making
 Learn about recent methods and development in various management type areas
 Discuss research issues with different people from KBS and outside.
 Produce research reports using recent articles in specific areas

Preliminary Reading

Students to be advised depending on areas studied

CB673 Business in Emerging Markets

Version	Campus	Term(s)	Level	Credit (ECTS)	Assessment	Convenor
1	Canterbury	Spring	I	15 (7.5)	60% Exam, 40% Coursework	Mohr Prof A

Contact Hours

11 x 1 hour lectures; 10 x 1 hour seminars.

Pre-requisites

CB343 Global Business Environment

Method of Assessment

The module will be assessed 40% through coursework and 60% through examination. The coursework will involve an individual written 2,500 words report 20% - on a pre-selected topic, supported by an in-class group-project presentation 20% during seminar time.

Synopsis

The module will include:
 The consequence of the entry of formerly closed economies onto the world trading stage;
 The motives and impact of systemic changes (privatization, liberalization of trade policies, etc.) on the environment of business in emerging markets;
 Trends in emerging markets, especially relating to internal country specific policy reforms;
 Distinguishing features of emerging market economies and associated risks in doing business;
 Comparative analysis of the similarities and differences between emerging and developing market economies;
 Strategic alliances and international business networks in emerging economies;
 The challenges of developing flexible and adaptable corporate strategies in emerging markets;
 Collaborative arrangements and control strategies in modes of entry and network creation;
 Country-specific challenges in enhancing the value proposition from entering and dealing with the select emerging market countries;
 Explore the shifting dynamic: Emerging challengers from emerging markets -a case of the 'new' multinational.

Learning Outcomes

Develop problem-solving and decision-making skills using relevant qualitative and quantitative skills;
 Build on concepts, theories and techniques introduced in the first year of the BA in International Business programme;
 Develop critical thinking skills and competencies through the use of contemporary International Business literature available in core texts and other relevant sources to aid the development of knowledge and understanding;
 Plan work, study independently and in groups using relevant learning resources;
 Develop the ability to structure and develop appropriate and effective communication, critically and self-critically, orally and in writing.

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CB674		International Business: A Strategic Perspective				
Version	Campus	Term(s)	Level	Credit (ECTS)	Assessment	Convenor
1	Canterbury	Autumn and Spring	H	30 (15)	70% Exam, 30% Coursework	Filippaios Dr F

Contact Hours

2 hours per week (1 hour Lecture, 1 hour Seminar)

Pre-requisites

CB343 and CB523

Method of Assessment

70% examination, 30% coursework

Synopsis

The module will include:

Essential tools for strategic analysis.

Differences between international strategy and global strategy.

National, sectoral and organizational drivers for global strategy.

Influence of the political, economic, social and technological business environment on global and international business strategy.

Importance of industry evolution in the context of the global business environment.

Stakeholder analysis.

Views on corporate social responsibility and their business implications.

Significance of the internal environment and core competencies for the strategies of multinational firms.

Value-chain and value-system analysis.

Theories underpinning the internationalization process.

Importance of international strategic alliances.

Difference between the different types of international strategic alliances.

Motives for international strategic alliances.

Global sourcing strategies.

Advantages and disadvantages for diversification strategies.

Contingency factors that determine the structure of multinational organizations.

Various stances multinationals adopt to balance the need for global integration against the pressure for local responsiveness.

Issues relating to the global management of change.

Strategic control systems global organizations use.

Role of culture in deciding on the relevant control structure and difficulties in designing management systems used in a global context.

Preliminary Reading

Mellahi, K., J.G., Finlay, P. (2005) Global Strategic Management, Oxford.

Lassarre, P (2007) Global Strategic Management, Palgrave - Macmillan.

Van Agtmael, A (2007) The Emerging Markets Century, Simon & Schuster.

Hamill, J (Author), Campbell, D (Author), Purdie, T (Author), Stonehouse, G (Editor) (2004) Global and Transnational Business, Wiley.

Inkpen, A, Ramaswamy, K (2005) Global Strategy: Creating and Sustaining Advantage Across Borders, Oxford.

Bartlett C. A., Ghoshal S, Beamish P (2007), Transnational Management: Test, Cases and Reading in Cross-Border Management, McGraw-Hill.

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CB675 Financial Accounting, Reporting and Analysis

Version	Campus	Term(s)	Level	Credit (ECTS)	Assessment	Convenor
1	Canterbury	Spring	I	15 (7.5)	70% Exam, 30% Coursework	Ryder Mr F

Contact Hours

2 x 1 hour lecture and 1 x 1 hour seminar per week

Restrictions

May not be taken with AC300 Financial Accounting I . Students who have taken or are taking CB540 may not take CB675 Financial Accounting, Reporting and Analysis.

Synopsis

The aim of this module is to provide the student with an understanding of the relationship between business and accounting; the principles underlying a double-entry accounting system; how to prepare primary financial statements from trial balance; the regulatory framework of financial reporting; the annual report and accounts of plcs; the analysis and interpretation of financial statements.

Learning Outcomes

Understand the principles underlying a financial accounting system and the principles upon which financial statements are based.

Be aware of the various influences on the financial reporting process and understand how they impact on the annual report and account of UK listed companies, in particular.

Be aware of the link between financial accounting systems and business activities for a variety of organisations

Be aware of the various stake-holders in the financial reporting process

Be able to produce financial statements from trial balance for sole traders and limited companies incorporating post trial balance adjustments.

Preliminary Reading

Attril, P. & Mc Laney, E. (2008) Accounting and Finance for Non-Specialists, 6th edition, FT Prentice Hall

Collier, Paul M (2006) Accounting for Managers, 2nd edition. Wiley

Ryan, R. (2008) Finance and Accounting for Business, 2nd edition. South-western Cengage Learning

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CB676 Strategy Analysis and Tools

Version	Campus	Term(s)	Level	Credit (ECTS)	Assessment	Convenor
1	Canterbury	Spring	I	15 (7.5)	70% Exam, 30% Coursework	Chau Dr V

Contact Hours

1 hour lecture, 1 hour workshop per week

Pre-requisites

None

Restrictions

Not available as a 'wild' module. Available only to Business students

Method of Assessment

70% examination, 30% coursework

Synopsis

The module provides a broad, basic understanding of strategy and strategic management, on which further strategic analysis and exploration of strategic issues can be built. It introduces students to the key vocabulary, concepts and frameworks of strategic management and establishes criteria for assessing whether or not a strategy can be successful. It introduces students to frameworks for analysing the external and internal environments and to different theories of how these relate and of their impact on strategy formulation and implementation. Students will learn how to identify strategic issues, develop strategic options to address them and decide which option(s) to recommend. Through theoretical readings and case studies, students will develop an appreciation of strategy in different contexts and from different perspectives and of the complexity of strategic decision-making. Students will enhance their ability to read business articles from a strategic perspective and to present strategic arguments in a structured manner.

Learning Outcomes

On completion of this module, students should, when presented with a prepared case study or newspaper article, be able to:

- Read business press articles and interpret them from a strategic perspective;
- Use a range of well-established tools and frameworks to analyse and assess an organisation's strategy;
- Evaluate critically the results of strategic analysis to identify and prioritise strategic issues facing an organisation;
- Use the same analysis to propose and assess strategic options to address strategic issues;
- Compare and critique different theoretical approaches to strategic management;
- Appreciate the complexity of strategic decision making and the limitation of the analytical skills developed in this module in fully addressing that complexity;

Preliminary Reading

A. Habergerg & A. Rieple, 2008, *Strategic Management: Theory and Application*, Oxford: Oxford University Press

B. de Wit & R. Neyer, 2004, *Strategy: Process, Content, Context*, 3rd edition. London: Thompson Learning

J. McGee, H. Thomas & D. Wilson, 2005, *Strategy Analysis and Practice*, Maidenhead: McGraw Hill Education

S. Segal-Horn, (ed.), 2004, *The Strategy Reader*, Oxford: The Open University Blackwell

J. Thompson & F. Martin, 2005, *Strategic Management: Awareness and Change*, 5th edition, London: Thomson Learning

Witcher, B.J. and V.S. Chau (2010), *Strategic Management: Principles and Practice*, South-Western Cengage Learning
Publisher: Andover.

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CB677 Accounting for Management Control and Decision Making

Version	Campus	Term(s)	Level	Credit (ECTS)	Assessment	Convenor
1	Canterbury	Autumn	I	15 (7.5)	60% Coursework, 40% Project	Tjerkstra Mr R

Contact Hours

2 hours lecture, 1 hour seminar per week

Pre-requisites

CB675 Financial Accounting, Reporting and Analysis

Restrictions

Not available as a 'wild' module. Available only to Business students

Method of Assessment

Project 40%

In-Class tests 40%

Virtual tests 10%

Seminar Participation 10%

Synopsis

The module introduces students to the role of the accountant in the management information system as well as to a range of accounting techniques and methods which will play a role in the organisational decision-making process and control of the business.

Learning Outcomes

At the end of the module students who actively engage will:

Be aware of the link between financial and management accounting;

Be aware of some of the business and organisational contexts in which management accounting operates;

Demonstrate an understanding of the concepts which underpin management accounting;

Understand the main current technical language and practices of management accounting;

Be able to manipulate financial data and record and summarise economic events as they affect the organisation through the preparation of reports for management;

Be able to prepare financial statements for internal management purposes;

Be able to analyse the operations of business and prepare financial projections;

Appreciate the importance of business and professional ethics;

Be aware of the role of management accounting in accounting for the environment and sustainability

Preliminary Reading

Seal, W., Garrison, R.H and Noreen E. W. 2008: Management Accounting, 3rd edition. London: McGraw Hill

Gowthorpe, C. 2008: Management Accounting, South-Western Cengage Learning.

Ryan, R. 2008: Finance and Accounting for Business 2nd edition. Wiley.

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CB678 Contemporary Management Challenges

Version	Campus	Term(s)	Level	Credit (ECTS)	Assessment	Convenor
1	Canterbury	Spring	H	15 (7.5)	60% Exam, 40% Coursework	Lewis Dr PMJ

Contact Hours

1 hour lecture, 1 hour seminar per week

Pre-requisites

CB312 Introduction to Management

Restrictions

Not available as a 'wild' module

Method of Assessment

60% examination, 40% coursework

Synopsis

This module will explore more advanced management and organizational theory to facilitate students' examination of contemporary management challenges. As well as considering these challenges from a mainstream managerialist perspective, the module will also draw on the perspective of critical management studies as a means of providing an alternative viewpoint on contemporary management issues.

Learning Outcomes

Understand advanced theories of management;

Critically evaluate contemporary management practices and organization structures;

Critically assess managerial responses to contemporary organizational challenges such as globalisation and sustainable development;

Understand the relevance of critical management studies to our knowledge of management and organizations;

Explore the power of contemporary managers and the organizations they run

Preliminary Reading

Ackroyd, S. and Thompson, P. 1999: *Organizational Misbehaviour*. London: Sage

Grey, C. 2005: A very short, fairly interesting and reasonably cheap book about studying organizations. London: Sage

Grey, C. and Willmott, H. 2005: *Critical Management Studies: A Reader*. Oxford: Oxford University Press

Hutton, W. and Giddens, A. 2001: *On the Edge: Living with Global Capitalism*. London: Vintage

Knights, D. and Willmott, H. 1999: *Management Lives: Power and Identity in Work Organizations*. London: Sage

Parker, M. 2002: *Against Management*. Cambridge: Polity Press

Thompson, P. and McHugh, D. 2002: *Work Organizations*. Basingstoke: Palgrave

Toynbee, P. 2003: *Hard Work: Life in Low-Pay Britain*. London: Bloomsbury Publishing

Warhurst, C., Grugulis, I. and Keep, E. 2004: *The Skills that Matter*. Basingstoke: Palgrave

Westwood, R. and Clegg, S. 2003: *Debating Organization: Point-Counterpoint in Organization Studies*. Oxford: Blackwell Publishing

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CB679 Corporate and Business Strategy

Version	Campus	Term(s)	Level	Credit (ECTS)	Assessment	Convenor
1	Canterbury	Autumn	H	15 (7.5)	100% Coursework	Dean Dr A

Contact Hours

1 hour lecture, 1 hour workshop per week

Pre-requisites

CB676 Strategy Analysis Tools

Method of Assessment

100% coursework

Synopsis

This module will extend students' knowledge and understanding of strategic management and strategic issues. It will introduce a range of contemporary issues associated with the formulation and implementation of corporate and business strategies with an emphasis on identifying and implementing strategic change within the organisation, building dynamic capabilities and developing coherent strategies. Issues might include strategies for a recession, global strategies, knowledge-based strategies, firms and industries, strategies where profit is of secondary (or no) importance. The module will also extend students' theoretical knowledge by presenting contemporary debates and issues in strategic thinking. The module will use a project in which students identify and suggest possible strategic solutions to a strategic issue in a real organisation to develop students' ability to link theory and practice in real-life situations.

Learning Outcomes

On completion of this module, students should be able to:

Understand the implications of different organisational and environmental contexts for the successful implementation of strategy;

Use an extended range of tools and frameworks to conduct a full strategic analysis of a real-life organisation/business;

Propose a future strategy for the organisation/business and provide an implementation plan;

Appreciate the effects of complexity and uncertainty on strategy formation/implementation;

Assess alternative theories and incorporate new theoretical developments into strategic analysis, thereby linking theory and practice;

Work with others effectively and efficiently to analyse and evaluate pertinent company, business and environmental data to produce a strategic report.

Plan and work to a schedule and deliver output in a timely fashion.

Select, organise and synthesise complex information from a variety of sources, including company data.

Draw on concepts, theories and frameworks from a range of contexts to analyse situations, identify problems and formulate solutions.

Communicate effectively within a group and organisational context and contribute to group and organisational decision-making.

Demonstrate interpersonal skills for interacting in groups and small teams

write coherently and effectively / persuasively.

Communicate to different audiences using appropriate media and style.

Preliminary Reading

J. B. Barney & W. S. Hesterly, 2008, *Strategic Management and Competitive Advantage*, Upper Saddle River, NJ: Pearson Prentice Hall

R. Grant, 2008, *Contemporary Strategy Analysis*, 6th edition, Oxford: Blackwell

A. Haberberg & A. Rieple, 2008, *Strategic Management: Theory and Application*, Oxford: Oxford University Press

C. Helfat, S. Finkelstein, W. Mitchell, M. Peteraf, H. Singh, D. Teece & S. Winter, 2007, *Dynamic Capabilities*, Oxford: Blackwell Publishing

J. McGee, H. Thomas & D. Wilson, 2005, *Strategy Analysis and Practice*, Maidenhead: McGraw Hill Education

J. Thompson & F. Martin, 2005, *Strategic Management: Awareness and Change*, 5th edition

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CB680 Introduction to Marketing

Version	Campus	Term(s)	Level	Credit (ECTS)	Assessment	Convenor
1	Canterbury	Spring	I	15 (7.5)	70% Exam, 30% Coursework	Wood Ms L

Contact Hours

11 x 1 hr lectures and 11 x 1 hr seminars

Restrictions

Not available as a 'wild' module. Available only to students taking Business degrees.

Method of Assessment

70% Examination, 30% Coursework (group project)

Synopsis

This module will demonstrate the importance of marketing in competitive and dynamic environments. The centrality of the consumer provides the focus for the module, with the needs of the firm shown in balance with consumers' needs and wants. The mechanisms used by firms in their marketing are also covered. Key topics covered are: the marketing concept, the marketing environment, market segmentation and targeting, brand development and management, management of the marketing mix, new product development and an overview of internationalisation.

Learning Outcomes

Students will be able to:

- explain and illustrate the principles and concepts of marketing;
- understand the boundaries of marketing and its integration to other business functions;
- understand the relationship between the internal and external environments in the formulation of marketing practice;
- apply the principles and concepts of marketing to specific markets and industries;
- use data to provide 'solutions' to basic marketing problems.

Preliminary Reading

Armstrong G, Kotler P, Harker M, Brennan R (2011) "Marketing and Introduction, FT Prentice hall, ISBN 978-0-273-71395-1

CB681 Managing Human Resources in Contemporary Organisations

Version	Campus	Term(s)	Level	Credit (ECTS)	Assessment	Convenor
1	Canterbury	Spring	I	15 (7.5)	60% Exam, 40% Coursework	Ali F Ms

Contact Hours

2 hours per week (1 hour lecture, 1 hour seminar)

Pre-requisites

CB312 Introduction to Management (Level C) or CB302 Managers and Organisations

Restrictions

Not available as a 'wild' module. Available only to Business students

Method of Assessment

60% examination; 40% coursework comprising timed essay (20%) and group presentation (20%)

Synopsis

This module will introduce students to the key concepts of managing people, including an examination of organisational, human resource management and industrial relations theory. This will be achieved through relating relevant theory to practical people and organisational management issues. The main topics of study include: The theory of HRM; Corporate Social Responsibility & HRM; Human Resource Planning; Recruitment & Selection; Training & Development; Performance Management & Appraisal; Reward Management; Employment Involvement & Participation; International & Comparative HRM

Learning Outcomes

- Assess the origins and growth of HRM and Industrial Relations and its links with organisational theory and people management;
- Appreciate the strategic importance of human resource management;
- Assess the role of employee resourcing in the management of human resources;
- Understand the contribution of pay and reward systems to the management of human resources;
- Explain the role of training and development in the management of human resources;
- Assess the significance of employee participation and involvement to the management of human resources;
- Understand HRM in its international context

Preliminary Reading

Kramer, R. & Syed, J. (Eds) (2012). Human Resource Management in a Global Context: a critical approach. Basingstoke: Palgrave MacMillan

Beardwell J. and Clydon T. (2007) Human Resource Management: A contemporary approach, London: FT Prentice Hall

Bratton & Gold (2007) Human Resource Management: Theory & Practice, Palgrave Macmillan: Basingstoke

Leopold J., Harris L. & Watson T. (2004) The Strategic Management of Human Resources, London: FT/Prentice Hall

S. Pilbeam & M. Corbridge People Resourcing: HRM in PracticeT.

Redman T. & A. Wilkinson (2006) Contemporary Human Resource Management: Text and Cases, London: FT Prentice Hall

Storey J. (2007) Human Resource Management: A Critical Text, London: Thomson

Torrington D., Hall, L. and Taylor S. (2008) Human Resource Management, Harlow: FT Prentice Hall

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CB682 Managing People

Version	Campus	Term(s)	Level	Credit (ECTS)	Assessment	Convenor
1	Canterbury	Autumn	I	15 (7.5)	100% Coursework	Syed Dr J

Contact Hours

2 hours per week - 1 hour lecture, 1 hour seminar per week

Pre-requisites

CB312 Introduction to Management or CB302 Managers and Organisations

Restrictions

Not available as a 'wild' module. Available only to Business students

Method of Assessment

100% Coursework comprising of 80% individual project (3500 words), 20% group presentation

Synopsis

This module will introduce students to the key concepts of managing people, involving an examination of organisational, human resource management and industrial relations theory. This will be achieved through relating relevant theory to practical people and organisational management issues. The main topics of study include Managing human resources; Organisational culture; Groups and team work; Motivation and job design; Flexible working practices; Equal opportunities and diversity management; Managing learning; Performance management; Managing the employment relationship; Power, control, resistance and the employment relationship.

Learning Outcomes

Apply behavioural science to the understanding of the process of management and behaviour of people at work;
Apply an integrated view linking organisational theory with practical people-management issues;
Observe and reflect on the origins and growth of HRM and Industrial Relations as an occupation and profession, its ethical implications and links with organisational theory;
Begin to analyse the practice of HRM and Industrial Relations as a line management and specialist function and its contribution to the process of management and behaviour of people at work.

Preliminary Reading

Kramar, R. & Syed, J. (Eds) (2012). Human Resource Management in a Global Context: a critical approach. Basingstoke: Palgrave MacMillan

Bloisi W. (2007), Management & Organisational Behaviour, 2nd Edition, London: McGraw Hill

Buchanan, d. & Huczynski, A. (2006). Organizational Behaviour, Harlow: FT Prentice Hall

Clegg S., Kornberger M. & Pitsis, (2008) Managing & Organizations: An Introduction to Theory and Practice, London: Sage

Bratton J. & Gold, J. (2007), Human Resource Management: Theory & Practice, 4th edition, Palgrave Macmillan: Basingstoke

Fincham R. and Rhodes P. (2005) Principles of Organizational Behaviour, Oxford: Oxford University Press

Knights D. and Wilmott H (2007) Introducing Organizational Behaviour and Management, London: Thomson

McKenna E. and Beech N. (2008) Human Resouce Management: A Concise Analysis, London: FT Prentice Hall

Mullins L. (2007) Management and Organisational Behaviour, Harlow: FT Prentice Hall

Torrington D., Hall. L. and Taylor S. (2008) Human Resource Management, Harlow: FT Prentice Hall

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CB683		Marketing Strategy				
Version	Campus	Term(s)	Level	Credit (ECTS)	Assessment	Convenor
1	Canterbury	Autumn	H	15 (7.5)	100% Coursework	Monjardino de Souza Monterio Mr D

Contact Hours

1 hour lecture, 1 hour seminar per week

Pre-requisites

CB680 Introduction to Marketing

Restrictions

Not available as a 'wild' module. Available only to Business students

Method of Assessment

100% coursework

Synopsis

The module gives students experience of using real market data to lead decisions in marketing strategy. Students are expected to be able to identify markets where continuous innovation is possible with the introduction of products with distinctive consumer benefits. It is a module that integrates theory and practice.

Learning Outcomes

By the end of this module students should be able to:

Understand the boundaries of marketing strategy and its integration with other management functions;

Understand the various aspects of 'newness' when innovating in existing product markets;

Apply the principles of marketing strategy to a specific market context;

Identify and evaluate marketing opportunities for 'new' products and brands;

Use the range of marketing tools to synthesise a marketing plan for a new product/brand in a focused market

Preliminary Reading

Dibb S & Simkin L (2008) 'Marketing Planning: a workbook for marketing managers' South Western, Cengage Learning

Trott P (2002) 'Innovation Management and New Product Development' second edit. FT Prentice Hall

Wood M (2003) 'Marketing Plan: a handbook' Prentice Hall

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CB684 Strategic Human Resource Management

Version	Campus	Term(s)	Level	Credit (ECTS)	Assessment	Convenor
1	Canterbury	Autumn	H	15 (7.5)	80% Project, 20% Coursework	Gilman Dr M

Contact Hours

2 hours per week (1 hour lecture, 1 hour seminar)

Pre-requisites

CB681 Managing Human Resources in Contemporary Organisations

Method of Assessment

100% coursework: 80% individual project (3500 words), 20% group presentation.

Synopsis

This module will introduce students to the strategic management of people, linking the management of human resources to the achievement of the strategic aims of the organisation. This will be achieved through relating relevant theory applied to practical people and organisational management issues. The main topics of study are includes: The theory of strategic HRM; Strategic HRM and Business Strategy; Strategic HRM and Organisational Performance; Strategic employee involvement and participate; HRM in the public sector; HRM in Small and Medium Enterprises; HRM in the voluntary sector; Strategic HRM in the international context.

Learning Outcomes

By the end of the module students should be able to:

- Critically evaluate the theory of HRM and its links with organisational theory;
- Critically evaluate the strategic importance of human resource management;
- Understand the links between strategic human resource management and business strategy;
- Critically assess the role of strategic HRM in the performance of organisations;
- Understand performance outcomes associated with difference forms of strategic HRM;
- Assess the strategic contribution of employee participation and involvement to strategic HRM and organisational performance;
- Evaluate the process of HRM in relation to size and sectoral contexts

Preliminary Reading

Beardwell J. and Clydon T. (2007) Human Resource Management: A contemporary approach, Harlow: FT Prentice Hall

Boxall P. and Purcell J. (2003) Strategy and Human Resource Management, Basingstoke: Palgrave Macmillan

Bratton & Gold (2007) Human Resource Management: Theory & Practice, Palgrave Macmillan: Basingstoke

Leopold J., Harris L. & Watson T. (2004) The Strategic Management of Human Resources, London: FT/Prentice Hall

Pilbeam S. & Corbridge M. (2002) People Resourcing: HRM in Practice; Harlow: FT Prentice Hall

Storey J. (2007) Human Resource Management: A Critical Text, London: Thomson Tarrington D., Hall, L. and Taylor S. (2008) Human Resource Management, Harlow: FT Prentice Hall

Redman T. & A. Wilkinson (2006) Contemporary Human Resource Management: Text and Cases; Harlow: FT Prentice Hall

Torrington D., Hall, L. and Taylor S. (2008) Human Resource Management, Harlow: FT Prentice Hall

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CB690 Employment Relations & Human Resource Management Project						
Version	Campus	Term(s)	Level	Credit (ECTS)	Assessment	Convenor
1	Canterbury	Autumn and Spring	H	30 (15)	100% Project	Yeow Dr P

Contact Hours

Up to 15 hours of workshop and presentations; up to 15 hours contact with the project supervisor

Pre-requisites

CB312 Introduction to Management; CB682 Managing People (Level I), CB302 Managers and Organisations or CB681 The Management of Human Resources in a Contemporary Organisation.

Restrictions

May NOT be taken with CB525 or MA660 Project in Management Science or Social Statistics or any other 30 credit project module.

Method of Assessment

Progress Report (5%); Presentation (10%); Project Report (8-10,000 words worth 85%)

Synopsis

An in-depth independent study of an aspect of employment relations or human resource management agreed with the convenor. Projects may be extended essays applying ideas in the literature to a new context, projects involving data collection from individuals or organisations, or consultancy type investigations for a client. You can start to identify your topic towards the end of the previous year. In both terms there are briefing sessions about aspects of project work. The topic proposal is made by week 3; you will agree with your supervisor how you will manage your project. An assessed progress report is required by week 9 of Autumn Term. Assessed presentations of projects happen the first weeks of Spring Term. The final report is handed in by the final day of Spring Term. Briefing sessions, presentations and organisation for this project are co-ordinated with CB542, Business/Management Report.

Learning Outcomes

1. To identify an appropriate Employment Relations or Human Resource Management topic on which to write the report.
2. To identify and apply appropriate tools and techniques to support the report.
3. To produce a report in the required format that integrates and communicates knowledge gained from the relevant programmes.
4. To have gained a deeper understanding of and competency in their individual project domains.
5. Ability to identify, find, record, organise and manipulate and communicate knowledge relevant to human resource management and employment relations.
6. Competence in time and project management.
7. Develop transferable skills of independent learning.

Preliminary Reading

Anderson V. (2008) *Research Methods in HRM*, London, CIPD

Davies, M.B. (2007). *Doing a Successful Student Project using Qualitative or Quantitative Methods*, Basingstoke, Palgrave Macmillan

Horn R. (2009) *Researching and Writing Dissertations: A Complete Guide for Business and Management Students*, London, CIPD

Sharp, J.A., Peters, J., and Howard, K (2002). *The Management of a Student Research Project* (3 Ed), Aldershot, Gower

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CB692	Optimization and Heuristics					
Version	Campus	Term(s)	Level	Credit (ECTS)	Assessment	Convenor
1	Canterbury	Autumn	H	15 (7.5)	70% Exam, 30% Coursework	Wassan Dr N

Contact Hours

Two 1-hour lectures and a seminar (total 3 hours per week)

Pre-requisites

CB668 Linear Programming and its Application or equivalent.

Method of Assessment

70% examination; 30% coursework

Synopsis

Optimization:

The syllabus includes geometrical background; Lagrange multiplier methods; Kuhn-Tucker conditions; and multi-criteria methods. Among the numerical methods, search techniques; gradient methods for unconstrained and constrained problems; penalty function methods for constrained problems will be covered.

Heuristics:

Definitions and justification. Heuristic methods for the combinatorial optimization problems such as Travelling Salesman Problem, Capital Budgeting, Distribution, Location, Layout, Resource Allocation, Routing and Scheduling areas. These algorithms also include some Meta-heuristics/Artificial Intelligence (AI) techniques (e.g., Genetic Algorithms, Simulated Annealing, Tabu Search, Ant Systems, etc.).

Learning Outcomes

To be able to formulate and solve problems as outlined in the syllabus, using the methods given in the syllabus.

Solve such models using a range of approximate (heuristics) techniques.

Perform necessary analysis of a model and be able make recommendations based on that analysis.

Study some combinatorial optimization problems in depth, demonstrate an ability to select the most appropriate solution technique for a particular complex model by recognising its limitations.

Work effectively in small groups, appreciate the use of computer to solve the complex optimization models.

Preliminary Reading

M.J. Fryer & J.V. Greenman (1987) *Optimisation Theory, Applications to OR and Economics*, London, Arnold

W.L. Winston (2004) *Operations Research: Applications and Algorithms* (4th Ed.), ITP-Duxbury, Belmont

C.R. Reeves (1995) *Modern Heuristic Techniques for Combinatorial Problems*, Blackwell Scientific Publisher

H.P. Williams (1993) *Model Solving in Mathematical Programming*, (3rd edn.) Wiley

H.P. Williams (1993) *Model Building in Mathematical Programming*, (3rd edn.) Wiley

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CB698		Business Placement Report				
Version	Campus	Term(s)	Level	Credit (ECTS)	Assessment	Convenor
1	Canterbury	Autumn and Spring	H	30 (15)	100% Project	Ransley Ms A

Contact Hours

A series of Placement Activity workshops in stages 1 and 2. These are designed to provide support for students, with key focuses on development of employability skills and preparation for placement applications. At least one progress call and one placement visit. Email and other online support from the placement team.

Pre-requisites

Successful completion of Stage 2 of a KBS degree with a year in industry

Restrictions

Restricted to KBS degrees with a year in industry

Method of Assessment

The module is assessed by the completion of a Placement Business report. The report includes an analysis of the integration of theory and practice within the specific work-based context. In addition, it draws on the portfolio of evidence (CB699) to allow an analysis of skills development throughout the placement period. The report also requires a self-assessment of the learning achieved and how that might influence the individual's final year of study and subsequent career.

Synopsis

The placement provides you with a structured opportunity to combine work experience with academic study. It allows you to develop and reflect on managerial and/or professional practice in real and often complex situations, and to integrate this with the study of the relevant subject(s) of your main degree programme. Where relevant, you develop, reinforce and apply professional and/or technical expertise in an employment context. The placement report requires you to integrate theory and practice, and to show how you have developed as an independent learner able to reflect effectively on what you are doing.

Learning Outcomes

Knowledge and understanding of aspects of the main degree programme in the setting of the placement within a particular managed organisation.

Knowledge and understanding of contemporary practice and issues, deepening and/or integrating subject knowledge with practice, using the placement context.

Ability to apply some of the intellectual skills specified for the main degree programme in practice.

Ability to analyse and draw reasoned conclusions about management problems and relatively complex situations working in an organisational setting.

Ability to apply some of the subject-specific skills specified for the required core of the degree in practice.

Ability to identify, formulate and analyse problems considering options and using appropriate subject tools.

Ability to communicate effectively, orally and in writing, about business, management and/or professional / technical matters

Preliminary Reading

Seely J (2002) Writing Reports Oxford University Press

Brennan, J. & Little, B. (2002) A Review of Work-Based Learning in Higher Education, Prentice Hall

Little, B. (1998) Developing Key Skills Through Work Placement, Council for Industry & HE

Sharp, J.A., Peters, J. & Howard, K. (2002) The Management of a Student Research Project (3rd edn.), Gower

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CB699		Business Placement Experience				
Version	Campus	Term(s)	Level	Credit (ECTS)	Assessment	Convenor
1	Canterbury	Autumn and Spring	H	90 (45)	Pass/Fail Only	Ransley Ms A

Contact Hours

A series of Placement Activity workshops in stages 1 and 2. These are designed to provide support for students, with key focuses on development of employability skills and preparation for placement applications. At least one progress call and one placement visit. Email and other online support from the placement team.

Pre-requisites

Successful completion of Stage 2 of a KBS degree with a year in industry.

Restrictions

Restricted to KBS degrees with a year in industry

Method of Assessment

Assessed on a Pass/Fail basis. A Placement Portfolio and reports of performance must be passed. The Placement Portfolio facilitates documentation of the placement experience as well as relevant supporting evidence. The performance reports include the placement visit report and an employer report.

Synopsis

The placement experience provides you with a structured opportunity to combine work experience with academic study. It allows you to develop and reflect on managerial and/or professional practice in real and often complex situations, and to integrate this with the study of the relevant subject(s) of your main degree programme. Where relevant, you develop, reinforce and apply professional and/or technical expertise in an employment context. The placement portfolio requires you to document your experiences in relation to both your university studies as well as to a wide range of employability skills. In addition, the portfolio allows demonstration of professional development through the collection and presentation of relevant evidence.

Learning Outcomes

Knowledge and understanding of aspects of the main degree programme in the setting of the placement within a particular managed organisation.

Knowledge and understanding of contemporary practice and issues, deepening and/or integrating subject knowledge with practice, using the placement context.

Ability to apply some of the intellectual skills specified for the main degree programme in practice.

Ability to analyse and draw reasoned conclusions about management problems and relatively complex situations working in an organisational setting.

Ability to apply some of the subject-specific skills specified for the required core of the degree in practice.

Ability to identify, formulate and analyse problems considering options and using appropriate subject tools.

Ability to communicate effectively, orally and in writing, about business, management and/or professional / technical matters.

Preliminary Reading

Brennan, J. & Little, B. (2002) *A Review of Work-based Learning in Higher Education*, Prentice Hall

Little, B. (1998) *Developing Key Skills Through Work Placement*, Council for Industry and HE

Sharp, J.A., Peters, J. & Howard, K. (2002) *The Management of a Student Research Project* (3rd edn.) Gower

Fanthome, C. (2004) *Work Placements: A Survival Guide for Students* Palgrave Macmillan

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EH510 The Rise of the Modern Corporation						
Version	Campus	Term(s)	Level	Credit (ECTS)	Assessment	Convenor
1	Canterbury	Autumn and Spring	H	30 (15)	70% Exam, 30% Coursework	Crompton Mr G

Contact Hours

1 hour lecture and 1 hour seminar per week

Method of Assessment

70% written examination; 30% coursework: seminar contribution and 2 essays of 2, 500 words

Synopsis

This module deals with British business history, mainly in the twentieth century. The central concern is with the growth of large companies, and with the implications of their evolution from individual or family control to complex managerial hierarchies. These developments are related to wider processes of economic and social change, from conditions of near laissez-faire to modern circumstances in which business is a major interest group influencing public policy, including the regulation of mergers and monopolies. Recent changes in the ownership of public companies and the rise of institutional investment are also considered. There is a focus throughout on the origins, identities and roles of entrepreneurs and managers, and the relationship between ownership and management. Topics include management, industrial relations strategies, employers' organisations, mergers, the role of the finance sector, nationalised industries, multinational companies, business elites, and studies of railways, brewing and the car industry.

Learning Outcomes

An understanding of some of the principal theories of the rise of corporate business organization

An understanding of the long term development and characteristic problems of British business in several specific sectors

The ability to examine individual examples and cases in business history in their appropriate context and to relate historical and empirical material to broader theories of economic and social change

The ability to analyse conflicting interpretations of the performance of British business in various times and circumstances

Ability to communicate information and opinions clearly, critically and effectively, both orally and in writing

The ability to structure and express complex arguments using historical material

Preliminary Reading

J.Wilson (1995) *British Business History*, Manchester

M.W.Kirby & M.B.Rose (eds.) (1994) *Business Enterprise in Modern Britain*, Routledge

D.J.Jeremy (1998) *A Business History of Britain 1900-1990's*, Oxford

A.D.Chandler (1990) *Scale and Scope*, Harvard

J.Scott (1997) *Corporate Business and Capitalist Classes*, Oxford

MA660 Project in Management Science or Social Statistics						
Version	Campus	Term(s)	Level	Credit (ECTS)	Assessment	Convenor
1	Canterbury	Autumn and Spring	H	30 (15)	85% Project, 15% Coursework	Salhi Prof S

Contact Hours

About 15 hours in class plus up to 5 hours of supervision

Restrictions

NOT to be taken with CB525 or CB542 Business/Management Project or any other 30 credit project module. ONLY available to students on degrees/diplomas involving Management Science

Method of Assessment

5% Progress report (up to 1000 words); 10% presentation (10 minutes); 85% final report (normally 8, 000-10, 000 words).

Synopsis

This project module involves quantitative research into some topic in the Social or Management Sciences. (If substantial programming is involved the project should be registered instead under CO699). Some projects make recommendations, some predict trends, some build or test mathematical models, some simply find answers to questions. Preliminary thinking about the project begins at the end of the Stage 2. The convenor and student agree a supervisor for each project. The supervisor agrees the topic with the student and helps the student formulate a manageable research task. Students must keep in regular contact with their supervisor, who will oversee contacts with outside organisations and may suggest lectures to attend and sources or computer packages to learn. The module has weekly workshops throughout the year to share ideas and to support students' work. An outline plan must be submitted by Week 2 of Autumn Term specifying the research area and research objectives, the type of data and the analysis envisaged. A progress report is required by the end of week 9 of Autumn Term. Presentations are made early in the Spring Term. The final report must be handed in on or before the end of Spring Term.

Learning Outcomes

Select an appropriate Management Science technique applicable to a management problem, represent it in a mathematical or structured form and analyse the model so developed using books journals and online resources to help define the project and find relevant data

Display competence in time and project management to complete a substantial task largely through their own efforts

Make appropriate choices of methodology, analytical approaches and data collection for their project

Produce a sound project report of appropriate length and style

Present a summary of their report effectively to a small group

Develop transferable skills of independent learning

Preliminary Reading

J.A.Sharp, J.Peters & K.Howard (2002) *The Management of a Student Research Project*, (3rd edn.) Gower