

HARROW BUSINESS SCHOOL

Harrow Business School is international in its orientation - welcoming you from across the world and valuing cultural diversity. It is part of a network of international partnerships that includes institutions in Australia, China, France, Germany, Russia, Spain, the USA and Uzbekistan. You are encouraged to develop transferable skills - both personal and analytical - and to acquire relevant knowledge in a chosen specialism. Flexibility of mind and personal commitment are valued highly as the keys to making a positive contribution to business success.

The School works closely with employers worldwide to ensure that the curriculum is relevant to your needs. Recent graduates have gone on to develop professional careers in a range of sectors, including the wholesale and retail trade, property development, financial services, transport and communication. Some work in large blue-chip corporations, others in family-run or small businesses.

With courses containing strong international elements, together with an innovative emphasis on the core business disciplines and your relationship to new technologies, e-business and a variety of creative industries contexts, the School provides a teaching portfolio which offers an education uniquely relevant to the needs of rapidly changing 21st century business and management environments.

Modules

Harrow Business School offers modules in the areas of Business and Economics, Finance, Marketing and Strategy, Human Resource Management and Law, and Information Management. Please note that because of the specific nature of these subjects, you must be prepared to demonstrate previous knowledge in the subject before you can undertake certain modules and pay great attention to any pre-requisites.

Please note that the University of Westminster is unable to guarantee the availability of the modules in this catalogue. All modules are subject to change, but are as accurate as possible at the time of going to print.

Pre-requisites

As explained earlier in the module catalogue, please be aware that some modules at Level 5 and Level 6 may have a pre-requisite requirement for you to have already completed specific modules or equivalents at a lower level.

e.g. **2BUS502 Creating and Delivering Customer Value**
has a pre-requisite of **2MKT401 Introduction to Marketing**.

As a study abroad student, you are not expected to have taken the specific pre-requisite requirement, but you must have studied a relevant or similar course / module in your home country / institution. Some modules have co-requisites, which mean that the module and the co-requisite must be taken at the same time.

BUSINESS, ECONOMICS & STRATEGY

Module Code	Title	Semester	Level	Credits
2BUS501	Managing Business Resources	2	5	15
2BUS502	Creating and Delivering Customer Value	2	5	15
2BSO601	Business Strategy	2	6	15

FINANCE

Module Code	Title	Semester	Level	Credits
2FIN401	Accounting and Finance Fundamentals	2	4	15
2FIN511	Strategic Financial Management	2	5	15
2FIN651	Financial Accounting	2	6	15
2FIN652	Managerial Accounting and Finance	2	6	15
2FIN653	Audit and Internal Review	2	6	15
2FIN654	UK Business Taxation	2	6	15
2FIN655	Personal Financial Planning and Products	2	6	15
2FIN656	Fixed Interest Securities and Derivatives	2	6	15
2FIN657	Environmental Financial Management	2	6	15

MARKETING AND STRATEGY

Module Code	Title	Semester	Level	Credits
2MCC401	Marketing Communication Industry	2	4	15
2MKT401	Marketing in Everyday Life	2	4	15
2MKT511	Consumer Behaviour	2	5	15
2MCC602	Public Relations	2	6	15
2MKT611	Marketing Management	2	6	15
2MKT650	Knowledge, Innovation & New Product Development	2	6	15
2MKT651	Digital Age Marketing	2	6	15
2MKT652	Marketing Research	2	6	15
2MKT653	Customer Relationship Management in Business Markets	2	6	15
2MKT654	Services Marketing	2	6	15
2MKT655	Brand Management	2	6	15
2MKT656	Consumer Protection	2	6	15
2MKT657	Marketing Communications	2	6	15
2MKT658	Direct Marketing	2	6	15
2MKT659	International Marketing	2	6	15

HUMAN RESOURCE MANAGEMENT AND LAW

Module Code	Title	Semester	Level	Credits
2GEN490	European Foundation	2	4	15
2GEN492	Corporate Social Responsibility	2	4	15
2GEN493	Introduction to Web Publishing	2	4	15
2LAW401	Law, Business and Society	2	4	15
2HRM511	Management & Organisational Behaviour	2	5	15
2GEN691	Cultural Difference and People Management	2	6	15
2GEN692	Literature and Management	2	6	15
2GEN693	Legal Aspects of Employment	2	6	15
2GEN696	International Business	2	6	15
2GEN697	Identity and Image Management	2	6	15
2GEN698	Developing a Small Business	2	6	15
2HRM651	Reward Management	2	6	15
2HRM652	Individual and Organisational Learning	2	6	15
2HRM654	Psychological & Psychoanalytical Perspectives on Organisations	2	6	15

2HRM655	HR Approaches to Managing Change	2	6	15
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INFORMATION MANAGEMENT

Module Code	Title	Semester	Level	Credits
2BIS401	Business Information Systems	2	4	15
2BIS402	Business Data Analysis	2	4	15
2EBU501	E-Business Fundamentals	2	5	15
2BIS611	Dynamic Approaches to IS Analysis & Design	2	6	15
2BIS651	Internet & Intranet Design and Development	2	6	15
2BIS654	The Digital Revolution	2	6	15
2BIS655	Project Management	2	6	15

BUSINESS, ECONOMICS & STRATEGY

MANAGING BUSINESS RESOURCES

Module Code 2BUS501 Level 5 Credit 15 Semester 2

Pre-requisites: 2FIN401 Accounting and Finance Fundamentals; 2HRM402 People and Organisations; 2BIS401 Business Information Systems or equivalent

The module will provide you with the knowledge to understand how resources are secured, allocated and effectively managed in a business. The main resources considered are those of people, finance and information. The module will simulate the day to day management of resources in an existing business demonstrating how different fields of knowledge contribute to particular organisational objectives.

CREATING & DELIVERING CUSTOMER VALUE

Module Code 2BUS502 Level 5 Credit 15 Semester 2

Pre-requisite: 2MKT401 Introduction to Marketing or equivalent

The module will focus on the inter-relationships between a company's market position, the nature of its products and services and communications with customers, the design and management of its operations and the impact of marketing and operational decisions on its financial performance. The value chain will be a key concept driving your understanding.

BUSINESS STRATEGY

Module Code 2BSO601 Level 6 Credit 15 Semester 2

Business strategy is how an organisation seeks to fulfil its objectives. An analysis of an organisations external environment and its internal resources and competences leads to an understanding of both competitive and corporate strategies. Strategic options for the future are considered, and how to evaluate and implement these options.

FINANCE

ACCOUNTING AND FINANCE FUNDAMENTALS

Module Code 2FIN401 Level 4 Credit 15 Semester 2

The module will provide you with an introductory course in the fundamentals of financial accounting and basic cost accounting.

STRATEGIC FINANCIAL MANAGEMENT

Module Code 2FIN511 Level 5 Credit 15 Semester 2

Pre-requisite: Accounting & Financial Fundamentals (2FIN401) or equivalent

The module will provide you with a broad knowledge to appraise, from a both domestic and international perspective, financial management strategies and risk limitation techniques in making commercial value added decisions.

FINANCIAL ACCOUNTING

Module Code 2FIN651 Level 6 Credit 15 Semester 2

Pre-Requisite: Accounting and Finance Fundamentals (2FIN401) or equivalent

The module will provide you with a broad knowledge of international accounting standards applied in the preparation of published accounts. The module builds upon the understanding developed in Accounting and Finance Fundamentals and gives emphasis on both the international accounting standards and the regulatory framework of accounting.

MANAGERIAL ACCOUNTING AND FINANCE

Module Code 2FIN652 Level 6 Credit 15 Semester 2

Pre-requisites: Accounting & Financial Fundamentals (2FIN401) & Managing Business Resources (2BUS501) or equivalent

The module addresses specific topics related to management processes of planning, control and decision-making. This includes approaches and techniques to be used at managerial level in order to evaluate the resources needed for a business in different situations, and to support decision-making on: fund raising, capital rationing, operating budgeting and capital budgeting.

AUDIT AND INTERNAL REVIEW

Module Code 2FIN653 Level 6 Credit 15 Semester 2

Pre-Requisite: Accounting and Finance Fundamentals (2FIN401) or equivalent

This module focuses on: purpose and scope of external audit, regulatory framework, role of internal and external auditors, audit procedures for evaluating findings, and analytical review work.

UK BUSINESS TAXATION

Module Code 2FIN654 Level 6 Credit 15 Semester 2

Pre-Requisite: Accounting and Finance Fundamentals (2FIN401) or equivalent

The module will develop your knowledge in the core areas of tax and National Insurance Contributions (NIC) compliance and your ability to recognise the important role that tax planning can have on business decision-making process.

PERSONAL FINANCIAL PLANNING AND PRODUCTS

Module Code 2FIN655 Level 6 Credit 15 Semester 2

This module addresses topics related to personal finance advisers' issues, i.e. legal requirements for carrying the profession and appraise and evaluate financial products, for suitable planning advice and recommendations to clients.

FIXED INTEREST SECURITIES AND DERIVATIVES

Module Code 2FIN656 Level 6 Credit 15 Semester 2

The module covers such topics as the form and structure of fixed interest securities and related derivative instruments issued by UK government and British corporations. Also broadly considers the European, American and Japanese bond markets.

ENVIRONMENTAL FINANCIAL MANAGEMENT

Module Code 2FIN657 Level 6 Credit 15 Semester 2

The module will provide you with a broad knowledge to appraise, from both domestic and international perspectives, environmental financial management strategies, risk limitation and economic analysis techniques relevant to strategic business decision making and the environment.

MARKETING AND STRATEGY

MARKETING COMMUNICATION INDUSTRY

Module Code 2MCC401 Level 4 Credit 15 Semester 2

The module will focus on Marcoms Industry and current trends and practices. Control and regulations which constrain the industry and a review of the different media within the industry will be explored.

MARKETING IN EVERYDAY LIFE

Module Code 2MKT401 Level 4 Credit 15 Semester 2

This module provides a foundation in marketing which includes most marketing theory and concepts.

CONSUMER BEHAVIOUR

Module Code 2MKT511 Level 5 Credit 15 Semester 2

Pre-requisite: Introduction to Marketing (2MKT401) or equivalent

The module aims to provide you with knowledge and practice of consumer and buyer behaviour: Individual, groups, family, social class, culture and sub-cultures, international. Focus on employability and transferable skills for marketing.

PUBLIC RELATIONS

Module Code 2MCC602 Level 6 Credit 15 Semester 2

This module gives an understanding of the role of PR to all stakeholders in the context of marketing communications.

MARKETING MANAGEMENT

Module Code 2MKT611 Level 6 Credit 15 Semester 2

Pre-requisites: Introduction to Marketing (2MKT401) or equivalent

This module aims for you to develop the following knowledge and skills for professional marketers: application of marketing theory, ability to collect, analyse and criticise data and academic literature, production of a marketing plan, report writing, creative problem solving, reflective practice, making presentations defending the position.

KNOWLEDGE, INNOVATION & NEW PRODUCT DEVELOPMENT

Module Code 2MKT650 Level 6 Credit 15 Semester 2

Pre-requisites: Introduction to Marketing (2MKT401) or equivalent

The module covers the following: knowledge management; organising for innovation; managing the creation of value; processes of new product and service development; innovation and development throughout the product/service life cycle; enhancing key work skills including managing teams, effective presentation and focused report writing.

DIGITAL AGE MARKETING

Module Code 2MKT651 Level 6 Credit 15 Semester 2

Pre-requisite: Introduction to Marketing (2MKT401) or equivalent

The nature and role of marketing based on Information and Communication Technology (ICT). The module will embrace the techniques and your marketing applications with specific reference to the marketing mix. It will cover such areas as Internet Marketing, Ecommerce, E-tailing, E-auctions, Email Marketing, Text Messaging as a Marketing Tool, new generation mobiles, audience measurements and metrics, payment on line and limitations (data protection, spamming etc).

MARKETING RESEARCH

Module Code 2MKT652 Level 6 Credit 15 Semester 2

Pre-requisite: Introduction to Marketing or equivalent (2MKT401) or equivalent

This module introduces you to the nature and role of marketing research- definition and evolution, the importance of the marketing information system and types of research in use. The module covers: Marketing research methodology - questionnaire design, secondary and primary data types, data collection methods, qualitative methods, sampling options, respondent classification, sources of error, analysis and interpretation of results, reporting and presenting findings. The module also looks at latest developments; Marketing research applications - testing the marketing mix (price, product, promotion, distribution), new product development, advertising research, opinion polls, social research, business to business, international applications, customer and employee satisfaction studies.

CUSTOMER RELATIONSHIP MANAGEMENT IN BUSINESS MARKETS

Module Code 2MKT653 Level 6 Credit 15 Semester 2

Pre-requisite: Introduction to Marketing (2MKT401) or equivalent

This module focuses on business to business marketing, the study of organisational and industrial markets, purchasing and supply; relationships and networks.

SERVICES MARKETING

Module Code 2MKT654 Level 6 Credit 15 Semester 2

Pre-requisite: Introduction to Marketing (2MKT401) or equivalent

The module covers the following: Services management, marketing and operations; design and delivery of services; achieving value and HRM issues in services.

BRAND MANAGEMENT

Module Code 2MKT655 Level 6 Credit 15 Semester 2

Pre-Requisite: Consumer and Buyer Behaviour (2MKT511) or equivalent

This module aims to build upon core marketing studies undertaken to-date and to extend these into an in-depth exploration of the role of the brand manager. It includes an exploration of the role of the brand manager and the issues involved in managing a brand portfolio to maximise the returns to the organisation. Consideration is also given to issues arising from managing brands internationally. Module content covers the nature of the brand itself (elements, values, positioning), how to research the brand and set brand objectives and strategies, developing new brands, and communicating and evaluating the brand. This is done against a backdrop of how to match the internal activities of the organisation with the desired brand image in the marketplace.

CONSUMER PROTECTION

Module Code 2MKT656 Level 6 Credit 15 Semester 2

Pre-Requisite: Law, Business and Society (2LAW40) or equivalent

The module will focus on the legal and self-regulatory controls on the marketing of goods and services. Consideration will be given to issues arising from the application of consumer legislation and policy making as you apply to marketing problems within the organization. Module content includes civil and criminal law as related to business transactions, an appreciation of the institutional framework, voluntary and pressure groups and your impact on consumer protection, and a general examination of proposals for enhancing consumer protection.

MARKETING COMMUNICATIONS

Module Code 2MKT657 Level 6 Credit 15 Semester 2

Pre-Requisite: Introduction to Marketing (2MKT401) or equivalent

In a world where consumers are becoming more sophisticated and, technology changes the way in which we communicate, marketing communications is exciting, challenging and evolving. Marketing communications incorporates advertising, PR, sales promotion, direct and interactive marketing. The module gives you the opportunity to participate in a role-play of a marketing communications agency in delivering a solution to a client brief. In addition, it combines theoretical issues with practical applications in campaign planning.

DIRECT MARKETING

Module Code 2MKT658 Level 6 Credit 15 Semester 2

Pre-requisite: Introduction to Marketing (2MKT401) or equivalent

This module covers the role of Direct Marketing in modern marketing practice. In particular, the module looks at the evolution of direct marketing, acquisition and retention of customers, database and interactive marketing (e.g. internet, e-marketing, m- marketing). The module gives you the opportunity to participate in a role-play of a direct marketing agency. It combines theoretical issues with practical applications in campaign planning via the use of 'real' case studies.

INTERNATIONAL MARKETING

Module Code 2MKT659 Level 4 Credit 15 Semester 2

Pre-Requisite: Introduction to Marketing (2MKT401) or equivalent

The module extends core marketing studies into an exploration of the complexity and diversity facing marketing managers operating across several countries. You will focus on issues arising from operating internationally. Against the cultural, political and economic backdrops that influence international market decisions you will explore development of international competitiveness.

HUMAN RESOURCE MANAGEMENT AND LAW

EUROPEAN FOUNDATION

Module code 2GEN490 Level 4 Credit 15 Semester 2

The module will give you a broad understanding of the policies, institutions and mechanism of the European Union. It will seek to give you a clear understanding of the opportunities and problems presented by the single European market and your impact upon commercial, industrial and working life.

CORPORATE SOCIAL RESPONSIBILITY

Module Code 2GEN492 Level 4 Credit 15 Semester 2

This module explores the social, political and legal contexts in which business organisations operate.

INTRO TO WEB PUBLISHING

Module Code 2GEN493 Level 4 Credit 15 Semester 2

Web design and publishing have been, and will continue to be fundamental to the success of the internet. This module aims to give you an understanding of the technology that underpins the internet, together with practical experience of designing and constructing a non-transactional website.

LAW, BUSINESS AND SOCIETY

Module Code 2LAW401 Level 4 Credit 15 Semester 2

The module will focus on the nature, role and significance of law in modern society which predominate within the business context. In particular it will examine the business environment and the legal relationships which operate within that context. This will include the law of contract, law of tort, law of agency as well as other topical business issues.

MANAGEMENT & ORGANISATIONAL BEHAVIOUR

Module Code 2HRM511 Level 5 Credit 15 Semester 2

Pre-requisites: People and Organisations (2HRM402) or equivalent

Understanding the behaviour of people in organisations is essential to be a successful manager. Given that much, if not the majority, of a managers time is spent on people issues this module gives an insight into key aspects on the management of this key resource and the effective organisation of work.

CULTURAL DIFFERENCE AND PEOPLE MANAGEMENT

Module Code 2GEN691 Level 6 Credit 15 Semester 2

This module aims to provide you with a critical, theoretically-informed analysis of cultural differences and a reflection of the implication of these for working in organisations. The emphasis is on using organisational behaviour and associated social science research to define broad spectrums of cultural differences that have been found to exist. The module aims to encourage you to use your own personal experiences to understand the literature and thereby to cultivate reflective practice.

LITERATURE AND MANAGEMENT

Module Code 2GEN692 Level 6 Credit 15 Semester 2

A critical, literature-informed analysis of the value of literature to management. The module asks students to reflect on management activity in its broadest sense; as the management of people as well as tasks and as such requiring understanding of human nature and of behaviour. The module takes as its starting point that the understanding of human behaviour is often exemplified in literature and looks at human concerns and preoccupations through the prism of literature. Students are asked to draw on their own personal experiences of literature to enable them to cultivate reflective practice.

LEGAL ASPECTS OF EMPLOYMENT

Module Code 2GEN693 Level 6 Credit 15 Semester 2

This module explores the application of the law to contemporary issues of employment.

INTERNATIONAL BUSINESS

Module Code 2GEN696 Level 6 Credit 15 Semester 2

This module begins by exploring the wider global environment and the significance of major trends and drivers to international businesses. Within this early stage of the module, we discuss government policy and its impact on international business; foreign direct investment; culture in markets and in management practice; and the factors influencing the attractiveness and risks of markets. The module then moves into decision-making faced by international managers in the strategies and operations of your businesses; global positioning and business strategies; global financial management; market segmentation, portfolios and products; and human resource management across international markets.

IDENTITY AND IMAGE MANAGEMENT

Module Code 2GEN697 Level 6 Credit 15 Semester 2

This course is designed to show how National, Business, Social & Political identities are built, and show ways, that over time, these can be modified.

DEVELOPING A SMALL BUSINESS

Module Code 2GEN698 Level 6 Credit 15 Semester 2

The module simulates practical business situations as would be experienced by people planning to set up your own business. Via teamwork, research and the application of business theory in marketing, finance, operations and human resource management, you have the opportunity to undertake a business planning simulation in relation to a new business idea generated within the group. Working in groups, you research the viability of a new business proposition using both primary and secondary methods in respect of market demand, competitive environment and financial feasibility, having first explored personal competences and likely sources of competitive advantage to select a suitable business side. Individuals go on to prepare a full business plan, including detailed financial projections, operational, marketing and resource plans for the proposed new business and presentation of this in a format suitable for presentation to a prospective lender/investor.

REWARD MANAGEMENT

Module Code 2HRM651 Level 6 Credit 15 Semester 2

Managers need to know the principles underpinning systems of reward and how to effectively implement you in practice. The increasing importance and relevance of the subject area is reflected in both the organisational environment and its key position in professional HRM programmes of study.

INDIVIDUAL ORGANISATIONAL LEARNING

Module Code 2HRM652 Level 6 Credit 15 Semester 2

Pre-requisite: Management and Organisational Behaviour (2HRM511) or equivalent

This module examines the concepts and current trends in individual and organisational learning.

PSYCHOLOGICAL & PSYCHOANALYTICAL PERSPECTIVES ON ORGANISATIONS

Module Code 2HRM654 Level 6 Credit 15 Semester 2

Pre-requisites: Management and Organisational Behaviour (2HRM511) or equivalent

The emphasis of this module is on using psychological and psychoanalytical literature and research to analyse and understand individual and group behaviour in an organisational setting. The module aims to encourage you to use your own personal experiences to understand the literature and thereby to cultivate reflective practice.

HR APPROACHES TO MANAGING CHANGE

Module Code 2HRM655 Level 6 Credit 15 Semester 2

Organisations experience continuous change. Reorganisations, mergers and acquisitions are reported daily. The implementation of new products and services is a feature of organisational life. As people are the key to competitive advantage the effective management of the human resource in times of change is fundamental to the achievement of business objectives. This module reviews approaches to managing the human resource for organisations experiencing transition.

INFORMATION MANAGEMENT

BUSINESS INFORMATION SYSTEMS

Module Code 2BIS401 Level 4 Credit 15 Semester 2

The module explains the way in which systems are used in business. There is a strong emphasis on the use of information in modern business. You are introduced to basic systems concepts and through a number of seminar exercises how information is used to solve business problems. The fundamentals of relational databases are introduced in the module.

BUSINESS DATA ANALYSIS

Module Code 2BIS402 Level 4 Credit 15 Semester 2

This is a module taken by all first year business you. It is designed to enable you to collate, analyse interpret and present data and to solve simple business problems drawing on relevant quantitative methods. You will use spreadsheets for data analysis.

E-BUSINESS FUNDAMENTALS

Module Code 2EBU501 Level 5 Credit 15 Semester 2

The module explains the main concepts and models of e-business and shows how to gather and store the market data required in an e-business environment. The dual aim of business modelling and database conceptualization is designed to show what an e-business environment needs and how to harness this need using properly designed information systems.

DYNAMIC APPROACHES TO IS ANALYSIS AND DESIGN

Module Code 2BIS611 Level 6 Credit 15 Semester 2

Critically appraises systems analysis and design methodologies with an emphasis on Dynamic Systems Design Methods (DSDM). Gives students the opportunity to practice aspects of analysis and design applying rapid applications development (RAD), joint applications development (JAD) and work practice modelling

INTERNET & INTRANET DESIGN AND DEVELOPMENT

Module Code 2BIS651 Level 6 Credit 15 Semester 2

Investigates how dot com companies use the web. It allows students to critically evaluate commercial web sites from technical, aesthetic and business perspectives. Students develop their own dot com business concept and use popular web authoring software to develop their idea.

THE DIGITAL REVOLUTION

Module Code 2BIS654 Level 6 Credit 15 Semester 2

The module examines the impact of the digital revolution on business, society and the individual. The digital revolution is taken to be more than just the development of computers but includes telecommunications, broadcasting and the media, education and health. The module examines how business has been changed and how the developments have brought about a whole series of interrelated implications from government legislation to the behaviour of the individual.

PROJECT MANAGEMENT

Module Code 2BIS655 Level 6 Credit 15 Semester 2

Effective project management is fundamental to the success of projects in all areas of business. This module aims to provide you with an understanding of the theory that underpins modern project management practice, together with experience of applying techniques through individual and group work. The content of this module covers the common needs of projects in all areas of business, together with the specific needs of business systems projects.