

How to use this File...

This is an interactive menu-driven PDF.

You should be able to click on any hyperlinks and also any **coloured module names** and **arrows** to help navigate through!

Hover over things and a little  icon should appear to let you know you can click. If all else fails, simply scroll!

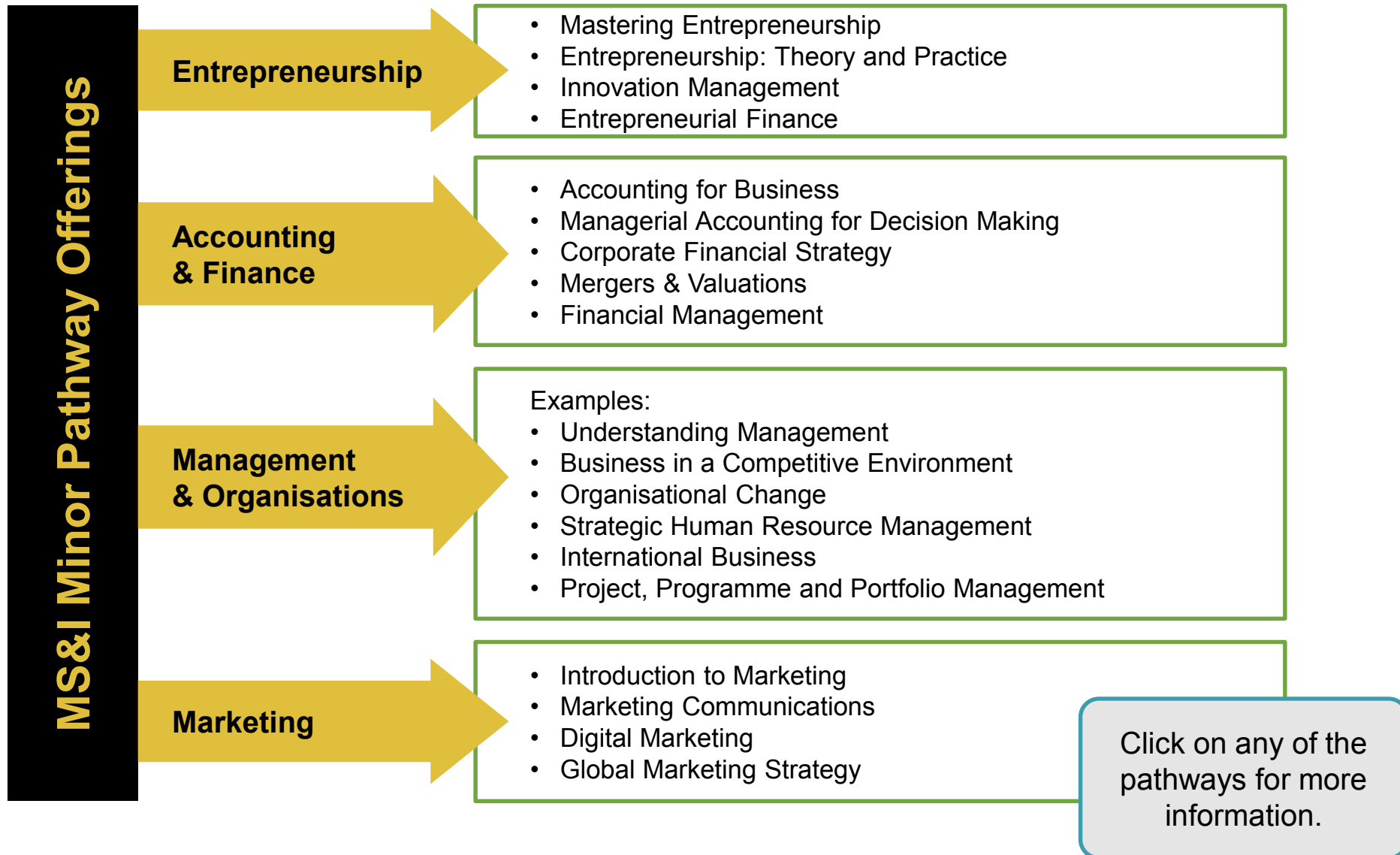
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Elective Modules

- The MS&I Elective Portfolio provides students from anywhere in UCL with opportunities to complement and add value to their core degree programmes, incorporating knowledge and practical applications of business and organisational management theory.
- Whatever your background – be it from maths, engineering, life sciences, languages, arts, or anywhere else, you are likely to develop a career in some type of organisation, be it in the public, private or voluntary sector. To succeed you will need more than your core degree knowledge, requiring a generic understanding of management and organisations, or more specialised areas such as accounting, finance and marketing. The spectrum of MS&I Electives covers a range of modules to suit all interests and aspirations.
- Electives may be studied as [independent modules](#) to gain a solid grounding in the selected area(s), but it is also possible to select groupings of modules to create [Minor Pathways](#). These Pathways enable you to create a specialist focus, developing your interests in Entrepreneurship, or Accounting & Finance, or Marketing, or Management & Organisations, contributing to a more comprehensive profile and career development potential.
- MS&I's Electives and Pathways allow you to explore new ideas in stimulating areas whilst enhancing employability.

To build your minor pathway, consider **choosing two or more modules** from the offerings below to complement your degree programme diet in each year.



Entrepreneurship

It seems impossible to open a newspaper or turn on the television without coming across an item that seeks to encourage or celebrate entrepreneurial endeavour. Entrepreneurs see problems as opportunities and, most importantly, are compelled to take action to bring ideas into the market.

Against a backdrop of dramatic and fast-paced changes social, technological and environmental change individuals with an Entrepreneurial orientation and mind-set are increasingly valued, both as the creators of new ventures and as innovators within existing firms.

The modules in this pathway comprises provide a complementary perspectives on the entrepreneurial journey:

- **Entrepreneurship: Theory & Practice** is an action-oriented course. It is focussed on the first steps necessary to transform *your ideas* into a new venture. In doing so we will introduce a range of tools and techniques for rigorous, iterative development and testing of new opportunities.
- **Mastering Entrepreneurship** centres on what we can learn from case-studies of established ventures. It complements our first module, drawing back from the opportunity at hand to provide a wider perspective of the challenges faced as ventures move from search to execution (i.e. from market discovery to the scaling of the enterprise).
- **Entrepreneurial Finance** focuses on forward looking projections of revenue and expenditure along with the sources of finance to cover the (often inevitable) cash-flow short falls that characterise high-potential ventures. Critically the module focuses on assessing the risks and rewards in the context of early-stage investments.
- **Innovation Management** develops the “intrapreneurial” perspective focussing on the challenges of delivering effective innovation within a more corporate context.

MSIN7008/COMP7008: ENTREPRENEURSHIP: THEORY & PRACTICE

MODULE FACT SHEET

OVERVIEW OF MODULE INCLUDING SUMMARY OF CONTENT

This is UCL's principal Entrepreneurship course for students seeking to develop and test a new business idea. Over the past ten years we have taught entrepreneurship to around 3000 students resulting in the launch of a number of innovative businesses. The course covers: the new business lifecycle (selecting and testing a moneymaking idea, preparing a business plan, raising finance, the Exit), aspects of new business operation (registering a company, setting up your office, understanding financial statements), and exploiting new eCommerce tools and techniques (doing business electronically, company web sites, online business software and services).

LEARNING OUTCOMES

First hand experience of the selection and deployment of tools, techniques and theories for the identification, validation and structuring of a new business venture.

TOPICS COVERED

- Invention and innovation – finding & qualifying new opportunities. Business Model Generation.
- Confirming customer needs & testing market demand. Customer development.
- Lean Start-ups: what is your minimum viable product? The value of prototyping.
- Delivery channels and customer relationships. Business Plan & Preparing a Pitch.
- Financial Forecasting, Costing and Pricing. Management accounts. Cash-flow and Profit & loss
- Developing sustainable competitive advantage. Intellectual Property Rights.
- Corporate form & structure. Founder dilemmas - team, equity, remuneration etc. Developing your brand.
- Defining and testing critical business model uncertainties. Measuring progress - common start-up metrics.
- Sources of Funding. Presenting to VCs.
- Class presentations. Conclusions and next-steps.

ASSESSMENT SUMMARY

60% of the marks are awarded for a group coursework; 40% of the marks are awarded for an individual piece of coursework.

ESSENTIAL READING

Blank, S. & Dorf, B. 2012. *The Startup owner's manual: The step-by-step guide for building a great company*. K&S Ranch inc.

Ries, E. 2011. *The Lean Startup: How Constant Innovation Creates Radically Successful Businesses*. Portfolio Penguin

Mullins, J. 2006. *The New Business Road Test*. FT Prentice Hall

CORE MODULE INFORMATION:

Taught by: [Dr David Chapman](#) & [Prof Philip Treleaven](#)

Level: *Advanced*

Prerequisites: *None*

Eligibility: *2nd, 3rd, 4th year undergraduates from all departments*

Terms: *Term 2*

Delivery method: *10 x 2-hour lectures; 10 x 1-hour New Venture Clinics; 10 x 1-hour Guest entrepreneurship lectures*

Assessment: *60% for group coursework portfolio; 40% for individual coursework*

MSIN7007A/MSIN7007B: MASTERING ENTREPRENEURSHIP

MODULE FACT SHEET

OVERVIEW OF MODULE INCLUDING SUMMARY OF CONTENT

This course will be of interest to those who are considering forming their own business or who envisage having a role promoting new initiatives within existing organisations. The aim of the course is to give an understanding of: the criteria for success of a new business (personal, market & technical), business planning and thinking through the necessary resources (including finance) for the new business.

The course is interactive in that students are expected to contribute to class discussions. The lecturers will draw for illustration and illumination on a range of case studies.

LEARNING OUTCOMES

Upon successful completion of the module, a student will:

- be able to make a judgment as whether he/she would like to become an entrepreneur.
- have a clearer view of how to judge the potential of a business concept
- understand the difference between a true opportunity and just another idea
- appreciate the effort and dedication needed to make a business succeed
- recognize the importance of teams
- be aware of the different marketing challenges faced by “breakthrough” products and “me-too” products.
- have an understanding of the various sources of finance (conventional and unconventional)

TOPICS COVERED

- Introduction and the “entrepreneur”
- Creativity
- Opportunity identification
- Building competitive advantage
- Marketing strategy
- The business plan
- Assessing financial needs: sources of finance
- Intellectual property and technology transfer
- Teams, rewards and culture
- Internationalisation and growth models

ASSESSMENT SUMMARY

70% is awarded on the basis of the examination result of an unseen paper in the Summer Term. The exam is 2 hours. 30% is awarded for coursework: comprising two individual assignments (15% each).

ESSENTIAL READING

Technology Ventures: From Idea to Enterprise, Thomas Byers, Richard Dorf, Andrew Nelson
 ISBN: 9780071289214, ub Date: JUL-10

CORE MODULE INFORMATION:

Taught by: [Gillian Lacey-Solymar](#) and [Mila Striukova](#)

Level: *Advanced*

Prerequisites: *None*

Eligibility: *2nd 3rd, 4th year undergraduates from all departments*

Terms: *Term 1 (MSIN7007A) or Term 2 (MSIN7007B)*

Delivery method: *2-hour lecture (x 10 weeks) plus compulsory attendance at weekly guest entrepreneurship lectures*

Assessment: *70% unseen 2-hour examination; 30% coursework*

MSIN3G07: ENTREPRENEURIAL FINANCE

MODULE FACT SHEET

OVERVIEW OF MODULE INCLUDING SUMMARY OF CONTENT

This module provides the necessary knowledge and skills to enable a student to understand the nature and characteristics of financial planning in the context of entrepreneurship. Contextually this involves the understanding of financial planning and reporting statements; the financial risks/rewards of entrepreneurship and innovation; new venture financial models and strategies; typical funding sources; the development of business presentations to attract outside funding; the due diligence process; and the strategies for negotiations for funding.

The module is divided into two parts. The finance part (taught by Simon Hulme) will enable students to understand all the key financial statements and concepts. The objective is to make students confident when talking to accounting professionals, bankers or venture capitalists about financial data. Classes are highly inter-active and short case studies and practical exercises are used to support the learning process. The financial assignment involves building a simple financial model in Excel, which can be used as a practical tool for a real-life start-up business, should the student wish.

The fundraising part of the module (taught by Itxaso del Palacio) is focused on understanding the process of raising external capital. This covers areas such as valuations of startups, due diligence processes, term sheets and negotiations with investors. Several professional investors and entrepreneurs will be sharing their experience and knowledge with students. Students will be able to meet them and learn from their experiences.

LEARNING OUTCOMES

By the end of this module, a successful student will have gained an appropriate knowledge and understanding of:

- Nature, purpose and characteristics of income statements, cash flow statements, balance sheets as financial reporting mechanisms
- The use of financial ratios in measuring and interpreting financial performance
- The use of break-even analysis
- The use of capital investment appraisal
- The practical construction of new venture financial models in Excel
- The evaluation of alternative financing strategies
- The development of a strategy to approach the right investors
- The development of a deck and pitch to attract outside funding
- An effective due diligence process
- The design and negotiation of “deals” and term sheets

TOPICS COVERED

- | | |
|-------------------------------------|---------------------------|
| • Financial statements | • Sources of capital |
| • Financial ratios | • Valuations of start-ups |
| • Financial modelling | • Pitching to investors |
| • Sensitivity & break-even analysis | • Due diligence process |
| • Cash-flow management | • Term Sheets |

ASSESSMENT SUMMARY

- 50% unseen 2-hour examination; 50% coursework comprising:
 - i) An individual assignment, carrying 50% of coursework marks based on the creation of a simple financial model in Excel;
 - ii) An individual assignment, carrying 50% of coursework marks based on a case study and on the analysis of a real fundraising process.

ESSENTIAL READING

BERMAN, K. and KNIGHT, J. (WITH JOHN CASE) (2008): *Financial Intelligence for Entrepreneurs*, Harvard Business Review Press, 1st Edition, 284 pages. ISBN: 978-1-4221-1915-0.

CORE MODULE INFORMATION:

Taught by: [Itxaso del Palacio](#) & [Simon Hulme](#)

Level: *Advanced*

Prerequisites: *None*

Eligibility: *3rd, 4th year undergraduate students from all departments*

Terms: *Term 2*

Delivery method: *1 x 3-hour lecture (x 10 weeks)*

Assessment: *50% unseen 2-hour examination; 50% coursework*

MSIN7013: INNOVATION MANAGEMENT

MODULE FACT SHEET

OVERVIEW OF MODULE INCLUDING SUMMARY OF CONTENT

The course aims to equip students with an understanding of the main issues in innovation management, an awareness of the key features of success, and an appreciation of the relevant skills needed to manage innovation:

How do opportunities for innovation arise? What is the right managerial strategy to innovate successfully? Does the size matter: innovative activities in small and large companies? How can social capital make innovative activities more successful? What is the best way to manage R&D projects and how can companies profit from their innovations? Finally, are open innovation and social innovation as exciting as they sound?

LEARNING OUTCOMES

Upon successful completion of the module, a student will be able to:

- Understand the role of innovation in framing corporate strategy as well as the role of innovation in society.
- Identify opportunities and possibilities for competitive advantage through innovation.
- Understand how to appropriate value from innovation.
- Understand how to nurture innovative capacity in the firm and how to build a creative organization.
- Assess the benefits of cooperative arrangements with other organizations.

TOPICS COVERED

- Opportunities for innovation
- Models of innovation
- From innovation to competitive advantage
- Competition, firm size and innovation
- Open innovation and user innovation
- Networks of innovation: collaboration and cooperation
- The role of social capital
- Managing R&D projects
- Appropriating rents from innovation
- Sectoral, regional and national systems of innovation

ASSESSMENT SUMMARY

70% is awarded on the basis of your examination result of an unseen 2-hour paper in the Summer Term. 30% is awarded for ten online tests.

ESSENTIAL READING

Managing Innovation: Integrating Technological, Market and Organizational Change by Joe Tidd, and John Bessant published by John Wiley & Sons 2013; ISBN 111836063X).

CORE MODULE INFORMATION:

Taught by: [Dr Mila Striukova](#)

Level: *Advanced*

Prerequisites: *None; MSIN1001 Foundations of Management or MSIN6001A/B Management Principles are recommended*

Eligibility: *2nd, 3rd, 4th year undergraduates from all departments*

Terms: *Term 1*

Delivery method: *2-hour lecture and 1-hour online seminar (x 10 weeks)*

Assessment: *70% final unseen 2-hour examination; 30% online test components*

MSIN7019: INNOVATION IN THE ENTERPRISE

MODULE FACT SHEET

OVERVIEW OF MODULE INCLUDING SUMMARY OF CONTENT

The course aims to equip students with an understanding of how large, enterprise-size, companies approach innovation, the main challenges they face in continuing to innovate while also needing to focus on nurturing their existing business. Student will be exposed to several approaches to embedding and fostering innovation in such enterprises and will gain an appreciation of the skills needed to manage such innovation.

How does innovation relate to company strategy? What is the Innovator's Dilemma – how can present success undermine future prosperity? How does one tackle this danger? What models of innovation are used by enterprises? What can enterprises learn from startups and vice versa? How can we balance competition and cooperation?

LEARNING OUTCOMES

Upon successful completion of the module, a student will be able to:

- Develop an understanding of enablers and barriers to innovation within a corporate setting
- Understand how Innovation relates to Corporate Strategy
- Understand where innovation can originate
- Evaluate emerging patterns of technology innovation – Open, Lean, Agile, Co-creation
- Understand competitive threats from innovation and how these can be countered
- Understand the importance of intellectual property protection in increasingly open, co-creation innovation ecosystems

TOPICS COVERED

- Sources of Innovation
- Innovation and Strategy
- Emerging Technologies
- Technology Change
- Open Innovation
- Big Data driving Innovation
- Lean Innovation
- Co-creation
- Reverse Innovation
- Protecting your Innovation – IP Law

ASSESSMENT SUMMARY

60% is awarded on the basis of your examination result of an unseen 2-hour paper in the Summer Term. 40% is awarded for two pieces of coursework (one individual 20% and one groupwork 20%).

ESSENTIAL READING

Exploring Innovation 2nd edition by David Smith, published by McGraw-Hill; ISBN-13: 978-007712123-5

The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail by Clayton M Christensen, published by Harvard Business Press; ISBN-13: 978-0-87584-585-2

CORE MODULE INFORMATION:

Taught by: Hugh Varilly, Daniel Hulme

Level: *Advanced*

Prerequisites: *None*

Eligibility: *2nd, 3rd, 4th year undergraduates from all departments*

Terms: *Term 2*

Delivery method: *2-hour lecture and 1-hour seminar (x 10 weeks)*

Assessment: *60% final unseen 2-hour examination; 20% group coursework; 20% individual coursework*

Accounting & Finance

Students study engineering because they want to be engineers, medicine because they want to be doctors, languages to be linguists. Whatever subject area you specialise in, once employed, a commonality across all graduates is that they will have to act as managers in one way or another – they will have to ‘manage’ You in all probability will be no different. Part of ‘managing’ involves having to deal with budgets, financial spreadsheets, and figures, and, as your career progresses, become increasingly involved in financial decision making.

Understanding financial jargon and terminology, the customs and practices of accountants, the ins and outs of the financial management process are key to successfully managing budgets, achieving value for money, and making sound financial decisions.

The Accounting and Finance pathway comprises a range of modules from an introductory understanding of accounting and costing (in **Accounting for Business**), through financial decision making (**Managerial Accounting for Decision Making**), to more specialised finance-related modules (**Corporate Financial Strategy**, and **Mergers & Valuations**). A number are eligible for exemption from the examinations of professional accountancy bodies.

MSIN6004/MSIN6004A/MSIN1004: ACCOUNTING FOR BUSINESS

MODULE FACT SHEET

OVERVIEW OF MODULE INCLUDING SUMMARY OF CONTENT

This is a module for students looking to gain an introductory level orientation to some core accounting principles and their applications both internal and external to a business organisation. The module comes in two halves: *Financial Accounting* and *Cost and Management Accounting* and aims to provide you with a good grounding and appreciation of the essentials that any manager should have when working in business, be the manager employed or a business owner.

Financial Accounting is concerned with accounting for financial transactions and activities of a business, and building the financial story through the subsequent construction and publication of key financial statements: Balance Sheets, Income Statements, and Cash Flow Statements. We also analyse and interpret these statements to gain some insight into financial health and performance – something core for managers and interested stakeholders would find useful too!

Cost and Management Accounting focuses on the internal activities of a business. Here, approaches to determining the cost of products, services and activities are important ingredients of cost management. This focus also covers ideas to help in financial decision making, including break even analysis, cost-volume-profit relationships and planning for cash /profit budgeting. The module team provides great support through an integrated interactive learning package including active Moodle usage, self-assessment quizzes, mini videocasts, podcasts and more.

LEARNING OUTCOMES

Upon successful completion of the module, a student will be able to:

- Understand the theoretical and conceptual underpinning and frameworks for financial accounting
- Understand and consider the issues in revenue recognition, expense recognition, accruals, prepayments, depreciation, inventory valuation, recognition of liabilities in the construction of core financial statements for sole traders and limited companies
- Appreciate the purpose and application of double entry bookkeeping
- Perform financial ratio analysis: calculation and interpretation
- Understand and apply full costing methods and recognise the associated challenges managers face in costing
- Plan through the use of contribution costing and break-even analysis in decision making
- Plan through cash budgeting as well as understand the strategic nature, purpose and issues in budgeting for managers

TOPICS COVERED

- Financial frameworks for financial statements
- Double entry bookkeeping
- The trial balance
- Accounting for limited companies
- Cash flow statements for publication
- Financial ratio analysis
- Full costing: absorption
- Contribution costing; CVP analysis
- Budgeting theory and application

ASSESSMENT SUMMARY

70% is based on your examination result of an unseen 3 hour paper in the Summer Term. 30% is based on coursework: comprising an individual assessment (10%) and one group-based assignment (20%).

ESSENTIAL READING

Accounting and Finance for Non-specialists, 8th Ed, by Atrill & McLaney, Pearson, ISBN 9780273778035

Any additional readings will be provided via Moodle.

CORE MODULE INFORMATION:

Taught by: *Lynsie Chew / Laura Kerrigan / Alan Parkinson*

Level: *First*

Prerequisites: *None; Prior accounting studies are not presumed*

Eligibility: *1st, 2nd, 3rd, 4th year undergraduates from all departments*

Terms: *MSIN6004A and MSIN6004 in term 1 and MSIN1004 in term 2*

Delivery method: *2-hour lecture (x 10 weeks) and 1-hour seminar (9 weeks)*

Assessment: *70% final unseen 3-hour examination; 30% coursework components*

MSIN7016/MSIN7016A: MANAGERIAL ACCOUNTING FOR DECISION MAKING

MODULE FACT SHEET

OVERVIEW OF MODULE INCLUDING SUMMARY OF CONTENT

This module provides an understanding of key issues and applied methodologies relating to management accounting frameworks utilised by organisations. It provides the essentials a manager should have when faced with making hard-edged financial decisions in the context of the business environment.

The focus is on cost management, budgetary control, and short and longer term financial decision making. The framework for management accounting is analysed in the context of providing managers in organisations with the information they need to be able to plan for and subsequently control operations. The emphasis is on making well-informed decisions, gaining insights into the blend of financial analysis and managerial judgment required to enable managers to make appropriate decisions.

LEARNING OUTCOMES

Upon successful completion of the module, a student will be able to:

- Understand the differing definitions and interpretations of the term 'cost'
- Understand the nature and purpose of budgetary control, and prepare budgets
- Identify issues in overhead cost recovery and understand their impact on decision making, and apply ABC
- Understand the nature and uses of contribution and CVP analysis, apply those ideas to break even analysis, and decisions associated with scarce resources, limiting factors, and pricing
- Understand the nature Incremental cash flows and their role in relevant costs for decision making
- Undertake investment appraisal decisions, taking account of the issues of risk and cost of capital, applying the ideas of accounting rate of return (ARR), payback, net present value (NPV), internal rate of return (IRR), expected net present value (ENPV), profitability indices (PIs), Risk Premiums, WACC, probabilities
- Understand the nature and purpose of variance analysis, particularly in the context of standard costing
- Understand issues in practical working capital management
- Recognise and respond to challenges in divisional performance evaluation and transfer pricing
- Recognises and respond to challenges in strategic management accounting, particularly in the contexts of shareholder value and free cash flow, economic value added, and balanced scorecards.

TOPICS COVERED

- Full costing: absorption
- Contribution costing; CVP analyses
- Activity Based Costing (ABC);
- Pricing
- Relevant costs for decision making
- Capital Investment appraisal
- Budgeting for control
- Standard costing
- Divisional performance
- Issues in strategic management accounting

ASSESSMENT SUMMARY

70% for unseen 2-hour exam in the summer term; 30% for coursework. Coursework comprises two individual assessments carrying 7.5% each, and one group-based case study analysis carrying 15%.

ESSENTIAL READING

Management Accounting for Decision Makers with MyAccountingLab access card, 7th edition, by Peter Attrill & Eddie McLaney, 2012, Pearson ISBN-10: 0273762265 • ISBN-13: 9780273762263

CORE MODULE INFORMATION:

Taught by: [Dr Alan Parkinson](#)

Level: *Intermediate*

Prerequisites: *None; Prior accounting studies are not presumed*

Eligibility: *2nd, 3rd, 4th year undergraduates from all departments*

Terms: *Term 1 (MSIN7016A) or Term 2 (MSIN7016)*

Delivery method: *2-hour lecture (x 10 weeks) and 1-hour seminar (x 9 weeks)*

Assessment: *70% final 2-hour examination; 30% coursework components*

MSIN3017: CORPORATE FINANCIAL STRATEGY

MODULE FACT SHEET

OVERVIEW OF MODULE INCLUDING SUMMARY OF CONTENT

This module considers a wide range of major strategic financial analyses addressed by companies' senior financial officers today. FDs and CFOs comprise the largest future source of CEOs of publicly-traded firms. This course, "CFS" is designed to be of interest to numerous groups, including but not limited to: aspiring corporate financial officers, advisors and bankers dealing with CFOs/FDs and general management-oriented students who appreciate that financial & investment strategies aimed at maximising shareholder value are paramount in business decision-making today and into the future.

Focus is on alternative opportunities/threats encountered by the FD/CFO in key areas: working capital management, optimal capital structure, internal and external investment advanced evaluation, financial plan development (both immediate and over the company's entire financial lifespan), buy back and dividend decisions, use and mis-use of corporate gearing (leverage), internal profit improvement initiatives, financial sourcing, make v buy financial decisions, bankruptcy and basic tax strategy, dividends and share buy-backs, an overview-level introduction to the Capital Asset Pricing Model (CAPM) and Weighed Average Cost of Capital (WACC) analysis, and management of relationships with the investment community.

CORE MODULE INFORMATION:

Course Leader: [Dr Peter J Clark](#)

Level: *Advanced*

Prerequisites: *Some prior accounting, economics or general business studies may be helpful*

Eligibility: *3rd and 4th year undergraduates from all departments*

Terms: *Term 1 or Term 2*

Delivery method: *2-hour lecture (x 10 weeks) and 1-hour workshop (x 9 weeks)*

Assessment: *100% final unseen 3-hour examination*

LEARNING OUTCOMES

Upon successful completion of the module, students will:

- Have a practical understanding of the elements comprising the Capital Asset Pricing Model (CAPM) and its application to both debt and equity planning
- Comprehend issues and trade-offs in sometimes conflicting financial objectives of the firm relating to: liquidity, safety, near-term v future performance, investment funds adequacy and external perceptions of creditworthiness
- Understand and be proficient at applying an expansive range of optimal capital structure (OCS) alternative approaches depending on company future objectives and circumstances
- Understand when and how dividend and buy-backs increase corporate value and when they do not
- Understand both the potential and the dangers associated with primary reliance on high leverage techniques in attempt to increase return on equity & return on investment.
- Effective use tools such as Competitive Analysis Period (CAP), Corporate Value Lifespan / Five Domain (CVL/5D), Z-Score, others in designing the firm's financial future.
- Understanding the differences and consequences of short-term versus continuing profit maximisation financial strategies.

TOPICS COVERED

- Working capital management and tradeoffs
- Optimal Capital Structure (OCS)
- Internal (CAPEX) investment analysis
- External (M&A) financial decision-making
- Evaluation of dividend, buy-back policies
- Financial plan development
- Internal-external financial sourcing
- Company financial lifespan
- Debt and equity strategies
- Leverage management and mis-management

ASSESSMENT SUMMARY

100% is awarded on the basis of your examination result of an unseen 3-hour paper in the Summer Term.

ESSENTIAL READING

Corporate Financial Strategy, compiled by Dr Peter J Clark; Pearson Custom Publishing, 2012; ISBN 978-1-781347164

MSIN3004: MERGERS & VALUATION

MODULE FACT SHEET

OVERVIEW OF MODULE INCLUDING SUMMARY OF CONTENT

“Value” represents one of the most visible terms and concepts in business today. But with that extensive visibility also comes errant interpretations and outright errors in analysis.

This course, “M&V” is directed at providing students with insights into today’s leading analyses and techniques in the related areas of *company valuation* and *merger valuation*. The first refers to the defensible worth of the firm as based upon the most reliable and respected methodologies. The second represents the answer to the question, ‘Was this merger a success?’. Long subject to the whimsy of the observer, modern M&A valuation today is primarily oriented to the issue of returns for the acquiring firms continuing shareholders in relation to alternatives (cost of capital) and achievable synergies (post-close improvements).

LEARNING OUTCOMES

Upon successful completion of the module, students will:

- Have a practical understanding of the three different historical approaches to company valuation, along with an appreciation of the strengths and weaknesses of each
- Understand issues and analyses associated with both parts of the Two Stage Discounted Cash Flow (DCF/2S) approach, the consensus leading approach today in both company and merger valuation
- Differences in apparent ‘price’ versus ‘value’, especially as relating to Initial Public Offering (pricing)
- Comprehend both the use and misuse of: multiples in company and merger analysis, reliance on ‘financial restructuring’ as a primary postmerger technique
- Comprehend the four major merger valuation methods and the strengths and weaknesses of each
- Appreciate the importance of systematic examination of synergies in M&A analysis, guided by a four category methodological and implementation framework

TOPICS COVERED

- ‘Seven Keys to Merger Success’
- Cash flow measures displace EPS in company valuation
- Continuous Growth Formulation
- Terminal value issues
- Break-up analysis: value-creating or destroying?
- Private equity (PE) merger perspectives, measures
- Merger ‘success’ for buyer, seller, intermediary
- Why Most Mergers Fail (and what to do about it!)
- ‘Merger segmentation’

ASSESSMENT SUMMARY

75% is awarded on the basis of your examination result of an unseen 2-hour paper in the Summer Term. 25% is awarded on the basis of a coursework paper (topic to be assigned).

ESSENTIAL READING

Clark, Peter J. and Mills, Roger M. (2013). *Masterminding the Deal: Breakthroughs in M&A Strategy and Analysis*, Kogan Page, ISBN 978-0-749469528; Damodaran, A. (2012). *Investment Valuation: Tools and Techniques for Determining the Value of Any Asset, 3rd Ed., University Ed.*, Wiley, ISBN 978-1-118011522

CORE MODULE INFORMATION:

Course Leader: [Dr Peter J Clark](#)

Level: *Advanced*

Prerequisites: *Some prior accounting, economics or general business studies may be helpful*

Eligibility: *3rd and 4th year undergraduates from all departments*

Terms: *Term 2*

Delivery method: *2-hour lecture (x 10 weeks) and 1-hour workshop (x 9 weeks)*

Assessment: *75% final unseen 2-hour examination; 25% coursework*

Management & Organisations

Whatever area you develop your career in after your degree at UCL, you will be part of an organisation and involved in the process of management. The more you understand about how organisations work, how they create value, and how they respond to change, the more effective you will be, both as an employee and as a future leader.

The electives in this Pathway offer a range of modules that will help you build the understanding and skills needed to manage activities and people in modern international organisations.

Some examples include:

- **Understanding Management** is an introductory module that introduces you to core concepts and models of modern management theory.
- **Business in a Competitive Environment** helps you understand the “big picture” and uses economics as a way of understanding the complex, dynamic systems in which organisations operate and compete.
- **Organisational Change** provides you with a practical toolkit to help you diagnose the need for change and lead the process of change within an organisation.
- **Strategic Human Resource Management** covers the key issues that organisations face to manage and develop their key asset – their *People*.
- **International Business** explores the challenges faced by companies operating across national borders, in particular the challenges of emerging markets like China, India and Africa.
- **Project, Programme and Portfolio Management** introduces the key tools and techniques needed to initiate, plan and manage projects and covers important management skills, such as leadership, team building and conflict management.

MSIN6001A / MSIN6001B: UNDERSTANDING MANAGEMENT

MODULE FACT SHEET

OVERVIEW OF MODULE INCLUDING SUMMARY OF CONTENT

Management is the cluster of different tasks, roles and responsibilities that enables people to work together for a variety of ends. This module introduces students to the core concepts and models of management theory in order to equip them with a basic knowledge and understanding of different areas of management, including change and innovation, strategic management, marketing and human resource management. The module is delivered across three different mediums: lectures, e-learning and seminars. Assessment is through a group presentation and an individual case study. The aim of the module is to introduce students to the basic concepts, theories, and practices of management with a view to equipping them with the tools to understand the discipline and operate effectively as managers in a business environment.

CORE MODULE INFORMATION:

Taught by: [Sarah Warnes](#)

Level: *First*

Prerequisites: *None*

Eligibility: *1st, 2nd, 3rd, 4th year undergraduates from all departments*

Terms: *Term 1 (MSIN6001A) or Term 2 (MSIN6001B)*

Delivery method: *2-hour lecture (x 10 weeks) and 1-hour seminar (x 9 weeks) and e-learning activities*

Assessment: *30% group presentation and 70% individual report*

LEARNING OUTCOMES

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

- Discuss the problems and issues that surround management practice in organisations, using a critical and informed approach
- Explain and evaluate the main environmental, strategic and operating concerns facing organisations and managers
- Produce, justify, and support arguments in favour of or against particular initiatives and approaches
- Apply effectively a range of concepts, methods, and analytical approaches to specific cases

TOPICS COVERED

- Managing in Organisations
- Models of Management
- Organisation Cultures and Contexts
- Managing across Cultures
- Managing in a global market place
- Corporate Responsibility
- Planning
- Decision Making
- Managing Strategy
- Organisation Structure
- Managing Change and Innovation
- Understanding Leadership
- Influencing and Motivating
- Marketing
- Communicating
- Working in Teams
- Managing Operations
- Quality Performance

ASSESSMENT SUMMARY

30% is based on a group presentation of a case study

70% is based on an individual 2,500 word business report

ESSENTIAL READING

Boddy. D., 2012: *Essentials of Management: A Concise Introduction*, London: Pearson

MSIN7002B: BUSINESS IN A COMPETITIVE ENVIRONMENT

MODULE FACT SHEET

OVERVIEW OF MODULE INCLUDING SUMMARY OF CONTENT

This course deals with the big picture, the world in which a company, whether profit or not for profit, operates. It provides a flavour of the skills required to read the strategic position of a company, focussing especially on the interactions between the company and wider systems.

Focus is placed on using economics as a way of reading complex, dynamic systems, providing context for technological changes and the growth of key technologies. These are placed in a real world context through a scenario planning exercise requiring long term forecasting and emphasis is placed throughout on being able to communicate complex or technical information to a non-specialist.

LEARNING OUTCOMES

Upon completion of the module, students will be able to

- Perform simple supply and demand analysis of a market, including calculations of elasticities
- Understand the influence of the macroeconomic picture on company success
- Use industry level models to understand the range of competitive outcomes in an industry
- Understand the linkage between the industrial environment and the strategies chosen by companies
- Develop an understanding of strategic interactions between players in the system.
- Communicate complicated material to a non-specialist with confidence.
- Use scenario planning techniques (alongside models from politics, sociology and futurology) to read the long term environment and cope with deep uncertainty.

TOPICS COVERED

- Markets, and their strengths and limitations
- Macroeconomics and the big picture
- Industrial structure and technology
- Competition and remedy for its failure
- Labour economics and labour market conditions
- Competition in High technology industries
- Public Choice theory and how to deal with governments
- Dealing with deep uncertainty and change.

ASSESSMENT SUMMARY

60% awarded on the basis of a 3-hour unseen examination. 40% awarded for a coursework assigned double blind (so that neither assessor nor group knows what topic will be assigned to which group).

ESSENTIAL READING

Economics for Business by David Begg and Damian Ward (3rd Ed.) McGraw-Hill Higher Education 2009 **(Or any similar alternative)**

The Art of the Long View: Planning for the Future in an Uncertain World by Peter Schwartz John Wiley & Sons; New Ed edition (25 Sep 1997)

CORE MODULE INFORMATION:

Taught by: Lillian Jensen

Level: Intermediate

Prerequisites: None (but some experience with economics desirable)

Eligibility: 2nd, 3rd, 4th year undergraduates from all departments

Terms: Term 2

Delivery method: 2-hour lecture (x 10 weeks) and 1-hour seminar (10 weeks)

Assessment: 60% final unseen 3-hour examination, 40% group coursework

MSIN7003: ORGANISATIONAL CHANGE

MODULE FACT SHEET

OVERVIEW OF MODULE INCLUDING SUMMARY OF CONTENT

Organisations are often moved to change by circumstances internal or external to the organisation. That change is often painful for organisations and the individuals within it. This course provides a toolkit of techniques to help provide you with a clear diagnosis of the need for change and to support the process of leading change through an intervention.

LEARNING OUTCOMES

Upon completion of the module, students will be able to

- Diagnose the changes needed for an organisation
- Develop a change strategy to align the purpose of a company with its environment
- Recognise the group dynamics of interested stakeholders
- Understand the linkage between the scenarios and change plans
- Develop an integrated and winning change plan
- Communicate complicated material to a non-specialist with confidence.

TOPICS COVERED

- The nature of Open systems and change
- Diagnosing the need for change
- Understanding organisational power and authority
- Dealing with non-supportive stakeholders
- Using appreciative enquiry to understand the requirements for change
- Modes of intervening and their benefits and drawbacks
- Reading the need to form coalitions and choosing coalition partners
- Dealing with deep uncertainty and change.

ASSESSMENT SUMMARY

60% awarded on the basis of a 3-hour unseen examination. 40% awarded for two pieces of coursework 1) Diagnosis and 2) The Change Plan. (20% for each coursework).

ESSENTIAL READING

The Theory and Practice of Change Management, by John Hayes (3rd Edition) Palgrave Macmillan **2010**

The Wire (HBO TV series **2002-2008**)

Influence by Robert Cialdini Harper Business; Rev. Ed., 1st Collins Business Essentials Ed edition (2007)

CORE MODULE INFORMATION:

Taught by: *Lillian Jensen*

Level: *Intermediate*

Prerequisites: *None*

Eligibility: *2nd, 3rd, 4th year undergraduates from all departments*

Terms: *Term 1*

Delivery method: *2-hour lecture (x 10 weeks) and 1-hour seminar (x 9 weeks)*

Assessment: *60% final unseen 3-hour examination, 40% group coursework*

MSIN7014: STRATEGIC HUMAN RESOURCE MANAGEMENT

MODULE FACT SHEET

OVERVIEW OF MODULE INCLUDING SUMMARY OF CONTENT

This module introduces the nature and content of strategic and operational human resource (HR) management. The strategy, principles and practice of HR have developed piecemeal, like so much of management, both in response to events and environmental changes, and also in the wake of some pioneering initiatives.

Additionally, for many years, HR was perceived and in many cases actually regarded as being little more than personnel practice. This is in spite of the fact that there is a long history of attention to that most critical part of management practice – how to create the conditions in which staff give off their best, and how to create mechanisms for the resolution of disputes and conflicts when these arise.

The aims to address and deliver the following:

- an introduction to strategic and operational Human Resource Management (HRM), staff management and personnel issues.
- the need for Human Resources (HR) and personnel expertise in all management occupations and functions;
- the promotion of 'staff management' as a key function; an examination and understanding of the basis of present expert practice in HRM;
- skills development in the key areas of problem solving, staff resourcing, development and relations;
- Contemporary HRM themes, case law and current issues.

LEARNING OUTCOMES

By the end of this module, students will know and be able to understand and begin to apply the following;

- know and understand the principle of equality and fairness of treatment at work, and how to apply this effectively in practice
- know and understand the main principles on which effective workforce structures and patterns of working are based
- know and understand the basis of effective in this area
- know and understand how people and organisations are developed, enhanced and improved

TOPICS COVERED

- Strategic HRM
- Employment Law
- Resourcing
- Diversity and Equality
- Performance Management
- Training and Organisational Development
- Pay and Reward
- Employee Relations
- Risk Management and Health at Work
- Human Resource Management in the Future

ASSESSMENT SUMMARY

50% is awarded on the basis of your examination result of an unseen 3-hour paper in the Summer Term. 50% is awarded for coursework: comprising two individual assignments worth 25% each.

ESSENTIAL READING

K Cheatle (2002) *Mastering Human Resource Management* Palgrave Macmillan

CORE MODULE INFORMATION:

Taught by: [Kelvin Cheatle](#)

Level: *Intermediate*

Prerequisites: *None*

Eligibility: *2nd, 3rd, 4th year undergraduates from all departments*

Terms: *Term 2*

Delivery method: *2-hour lecture (x 10 weeks)*

Assessment: *50% final unseen 3-hour examination; 50% coursework components*

MSIN7011: INTERNATIONAL BUSINESS

MODULE FACT SHEET

OVERVIEW OF MODULE INCLUDING SUMMARY OF CONTENT

The module consists of a mix of lectures and seminars providing a framework for understanding and analysing key issues in international business and the challenges faced by companies operating across national borders. Special attention is paid to international strategy and emerging markets, particularly China, India and Africa.

The focus of lectures is on theory while the seminars apply theory to real-life situations faced by companies. Each seminar focuses on the analysis of a particular business case.

Seminars involve some preparation each week including readings from the course text book and a Study Pack. Each student is assigned a set of questions to answer in relation to the seminar readings; this makes class discussion more substantial and enables students to obtain marks for class participation.

LEARNING OUTCOMES

Upon successful completion of the module, a student will be able to:

- Have an understanding of the globalization debate and the institutions of the world economy including the World Bank, the WTO and the International Monetary Fund.
- Appreciate country differences and their effect on the management of business operations across borders.
- Acquire awareness of major issues and problems associated with the development and implementation of international business strategy.
- Evaluate a firm's competitiveness based on the characteristics of local, regional and global competitors;
- Understand the economic, cultural and ethical issues relating to international entry/expansion
- Apply concepts and theories relevant to the problems of managing overseas operations.

TOPICS COVERED

- The globalization debate
- Strategic management in global markets
- National, transnational and global governance
- International entry/expansion
- Standardization and localization
- Vertical integration and firm boundaries
- Managing differences across countries
- Intellectual property rights in global markets
- Foreign direct investments
- Institutions of the world economy

ASSESSMENT SUMMARY

60% is awarded on the basis of your result of an unseen 3-hour examination in the summer term; 40% is awarded for coursework: comprising one individual assignment (24%) and class participation in the form of a case study analysis and discussion during the weekly seminars (16%).

ESSENTIAL READING

Hill, Charles W. L. *International Business*, Global Edition, 9th Edition, McGraw-Hill Education (UK) Ltd., 2012; ISBN 978-0-07-714736-5. <http://www.coursesmart.co.uk/IR/5792446/0077147367>

CORE MODULE INFORMATION:

Taught by: [Dr Enrico Forti](#)

Level: *Advanced*

Prerequisites: *None; Some prior knowledge of strategic management will be useful but not essential.*

Eligibility: *2nd, 3rd, 4th year undergraduates from all departments*

Terms: *Term 2*

Delivery method: *2-hour lecture (x 10 weeks) and 1-hour seminar (x 9 weeks)*

Assessment: *60% final unseen 3-hour examination; 40% coursework*

MSIN3101: PROJECT, PROGRAMME AND PORTFOLIO MANAGEMENT

MODULE FACT SHEET

OVERVIEW OF MODULE INCLUDING SUMMARY OF CONTENT

This course aims to introduce the basic principles of project, programme and portfolio (3P) management and how 3P management differs from operational management. It will introduce the key tools and techniques to initiate, plan and manage projects, programmes and portfolios. Portfolio management will be considered in the wider context of business strategy. Essential management skills such as leadership, team building and conflict management will be explored in the context of projects and programmes.

The focus is on giving the student a practical framework based on industry experience and standards, in particular the Association for Project Management (APM). Students will have the opportunity to take the APM Introductory Certificate and gain an industry recognised qualification.

LEARNING OUTCOMES

Upon successful completion of the module, a student will be able to:

- Define the characteristics of project, programme and portfolio management and explain how it drives change within organisations
- Differentiate between project, programme and portfolio management
- Identify what makes a successful project or programme
- Understand tools and techniques in project and programme management and use these to identify good practice within organisations
- Identify the relevant management skills needed for effective 3P management
- Identify their own strengths and weaknesses as potential project or programme team members or managers

TOPICS COVERED

- Definitions of project, programme and portfolio management
- Links between 3P and business strategy – how strategy translates into projects and programmes
- Programme and project success and failure criteria
- Governance of the portfolio, projects and programmes – including roles and responsibilities and decision making processes/criteria
- Key planning tools – work breakdown, scheduling and resource planning
- Stakeholder analysis and management (including communications)
- Management skills – leadership, team building and conflict management
- Benefits – establishing and realizing project and programme benefits
- Handover to business as usual – embedding change within the organisation

ASSESSMENT SUMMARY

50% is awarded on the basis of your examination result of an unseen 2-hour paper in the Summer Term. 50% is awarded for coursework: comprising one individual (10%), and one group-based assignment (40%).

ESSENTIAL READING

The core text is *The Handbook of Project Management*, Trevor L Young, Revised 2nd Edition, Kogan Page. ISBN 978-0-7494-4984-1

CORE MODULE INFORMATION:

Taught by: Sarah Earl/Magda Hercheui

Level: Advanced

Prerequisites: None

Eligibility: 3rd year undergraduate or 4th year M-level students taking this as an undergraduate option from all departments

Terms: Term 1 or Term 2

Delivery method: 2-hour lecture (x 10 weeks) and 1-hour seminar (9 weeks)

Assessment: 50% final unseen 2-hour examination; 50% coursework components (group 40%; individual 10%)

Marketing

- Ever arrived home with your shopping and wondered why you bought things that you hadn't intended to?
- Ever wondered how and why we are influenced by fashion trends, the newest music releases or the latest electronic wizardry?
- Would you place more value on a Chanel Tote bag than a Tesco carrier bag?

Marketing is all about understanding our needs and wants as consumers, it's about what and why we are prepared to exchange money for goods and services, it's about how businesses and brands attempt to tap into our desires.

Currently four modules are offered by MS&I in addition to the Chartered Institute of Marketing Modular Pathway. This gives a unique opportunity to specialise in Marketing and, (if you choose) to undertake a professional qualification that will enhance your CV and stand out from the crowd when applying for jobs.

Marketing is a critical discipline within the business, it sits at the very heart of business success. An appreciation of Marketing and the practical skills that you will develop on these modules, may be the keys to **your** future success.

MSIN7009: INTRODUCTION TO MARKETING

MODULE FACT SHEET

OVERVIEW OF MODULE INCLUDING SUMMARY OF CONTENT

This module is delivered as Blended Learning through a combination of face-to-face sessions, online e-learning sessions, seminars and practical work (experiential learning). Students use the models and frameworks taught to develop their own understanding and approach to solving real marketing related business problems.

The course materials, readings and activities are hosted on Moodle and a new e-learning platform (MyMarketingLab) and students will be provided with all materials online.

LEARNING OUTCOMES

Upon successful completion of this module students will be able to:

- Define Marketing in the context of the business as an exchange process and its relationship with organisational strategy
- Understand and explain the importance of marketing as a cross functional activity in the context of the organisation
- Explain and demonstrate their understanding of how the organisations marketing environment impacts its ability to satisfy customer needs and wants
- Identify the elements of the extended marketing mix and how they are integrated in order to meet customer needs and wants
- Demonstrate their understanding of how the marketing mix is applied in a number of different business sectors and contexts
- Explain the importance of understanding customers and how the Marketing Information System (MIS) is designed to achieve such understanding
- Explain the internal and external relationships necessary to achieve strategic marketing objectives
- Understand the importance of Customer relationship management
- Understand marketing in the International context in terms of the strategies adopted by organisations to develop markets for their products outside their home country

TOPICS COVERED

- Introduction to Marketing
- The Marketing Environment
- Buyers and Buyer Behaviour
- Marketing Information and Research
- Segmentation & Targeting
- Pricing
- Product and Brand
- Advertising and Promotion
- Customer Relationship Management
- Place – Going to Market

ASSESSMENT SUMMARY

20% of the marks are awarded weekly for engagement with the set activities and readings, 30% of the marks are awarded for a group coursework, 50% of the marks are awarded on the basis of your performance in an unseen 3-hour examination in the Summer Term.

ESSENTIAL READING

Essentials of Marketing, Francis Brassington and Stephen Pettit, 3rd Ed. Pearson Education – This will be provided to students as an e-book on enrolment.

CORE MODULE INFORMATION:

Taught by: Jane Burns

Level: Intermediate

Prerequisites: None

Eligibility: 1st year IMB; 2nd year JSP “and Management Studies”; 1st, 2nd year students from other UCL departments subject to places.

Terms: Term 2

Delivery method: 2-hour lecture either face-to-face or virtual (x 10 weeks) and 1-hour seminar (x 9 weeks)

Assessment: 20% individual engagement with the e-learning materials, 30% Groupwork, 50% unseen 3-hour exam.

MSIN7018: GLOBAL MARKETING STRATEGY

MODULE FACT SHEET

OVERVIEW OF MODULE INCLUDING SUMMARY OF CONTENT

The module consists of a mix of lectures and seminars providing a framework for understanding and analysing key issues involved in developing a marketing strategy and in conducting marketing operations on an international scale. Special attention is paid on how to balance global and local considerations when developing the marketing mix as well as the interaction between technological innovation and marketing in global contexts and emerging markets (particularly China, India and Africa).

The focus of lectures is on theory while the seminars apply theory to real-life situations faced by firms operating in multiple markets. Each seminar focuses on the analysis of a particular business case. Seminars involve some preparation each week including readings from the course text book and a Study Pack. Each student is assigned a set of questions to answer in relation to the seminar readings; this makes class discussion more substantial and enables students to obtain marks for class participation.

LEARNING OUTCOMES

Upon successful completion of the module, a student will be able to:

- Understand and critically evaluate the antecedents and consequences of the globalization process;
- Evaluate business opportunities based on both country and market related dynamics;
- Understand inter- and intra-country differences in the structure of consumption;
- Assess a firm's competitiveness based on the characteristics of local, regional and global competitors;
- Evaluate strategic options for entering international markets with an existing or new product/service;
- Understand how to take into account global and local considerations when developing the marketing mix;
- Evaluate strategic options for leveraging brands across markets;
- Understand the interactions between technological innovation and marketing operations in global markets;
- Develop an integrated strategic plan for international entry/expansion.

TOPICS COVERED

- The globalization debate
- Identifying and assessing opportunities
- Segmentation, targeting and positioning
- International entry/expansion
- Standardization and localization strategies
- Brands and brand management
- Product development and innovation
- Culture and global marketing communications
- Marketing operations and technology
- Trademarks, and counterfeiting

ASSESSMENT SUMMARY

60% is awarded on the basis one individual assignment (40%) and individual class participation in the form case study analysis and discussion during the weekly seminars (20%); 40% is awarded on the basis of an international market entry group project (30%), group presentation (5%), and peer evaluation of group members (5%).

ESSENTIAL READING

Alon I., Jaffe E. (2013) *Global Marketing: Contemporary Theory, Practice, and Cases*, McGraw Hill
<http://www.mhhe.com/alon1e>

CORE MODULE INFORMATION:

Taught by: [Dr Enrico Forti](#)

Level: *Intermediate*

Prerequisites: *None; Some prior knowledge of marketing and/or strategic management will be useful but not essential.*

Eligibility: *2nd, 3rd, 4th year undergraduates from all departments*

Terms: *Term 1*

Delivery method: *2-hour lecture (x 10 weeks) and 1-hour seminar (x 9 weeks)*

Assessment: *40% Individual Assignment; 20% Individual Contribution and Participation in Class; 30% Group Assignment; 5% Group Presentation; 5% Peer Evaluation of Group Members*

MSIN3006: DIGITAL MARKETING

MODULE FACT SHEET

OVERVIEW OF MODULE INCLUDING SUMMARY OF CONTENT

Digital (Social Media) marketing techniques are becoming a dominant force in marketing and marketing communications for the modern business. Current estimates are that 25% of all spend is currently being directed to these media forms, with up to 50% by 2015. This module will look at how organisations are approaching the shift to this digital world and how they are modifying their marketing approaches.

This module uses a blended learning approach; many aspects of the learning will be delivered through the social media channels being considered. Approximately 50% of the lectures will be 'flipped' and students will be expected to undertake significant preparation work in advance of the face to face sessions which will be used to address issues of understanding and application.

Students will be expected to engage with a wide range of social media applications and use Moodle and Twitter on a weekly basis.

Throughout the module a number of guest speakers will be secured from major UK based organisations to discuss their approaches to digital media planning and campaigning.

LEARNING OUTCOMES

By the end of the course students will be able to:

- Understand the range of Digital/Social Media marketing tools and techniques currently available
- Appraise different planning approaches and marketing environmental factors that influence online marketing activity
- Discuss key stages in online campaign development using relevant business models
- Analyse the way in which the Internet has changed the marketing mix elements and how organisations employ them creatively in the digital environment
- Apply relevant tools and concepts to develop, measure and monitor an annual online marketing plan.

TOPICS COVERED

The module conforms to the Chartered Institute of Marketing Diploma in Digital marketing Syllabus:

1. Digital Marketing Essentials
2. Digital Marketing Planning
3. Digital Marketing and Consumer Behaviour

Full details can be found at www.cim.co.uk

ASSESSMENT SUMMARY

40% Individual written assignment
40% Group written assignment and presentation
20% Contribution and participation in class and group activities

ESSENTIAL READING

Social Media Marketing - Tracy Tuten & Michael Solomon ISBN13: 9780133125115

CORE MODULE INFORMATION:

Taught by: Jane Burns

Level: Advanced

Prerequisites: None, though MSIN7009 highly desirable

Eligibility: 3rd and 4th year undergraduates from all departments

Terms: Term 2

Delivery method: 2-hour face-to-face or virtual lecture (x 10 weeks), 1-hour seminar (x 9 weeks)

Assessment: 100% coursework

MSIN3002: MARKETING COMMUNICATIONS

MODULE FACT SHEET

OVERVIEW OF MODULE INCLUDING SUMMARY OF CONTENT

Marketing Communications is a core activity within business; it spans not only the interactions between the business and its customers but the way it interacts with all its stakeholder groups, from Government to local communities and its own employees. Marketing Communications is a complex subject and draws on a number of disciplines including behavioural psychology, linguistics and sociology.

Students studying this module will gain an insight into the way in which organisations use marketing communications, the key theories and concepts which underpin the way in which organisations communicate, and develop an insight into the reasoning behind some of the activities undertaken by organisations.

During the course we will look at a number of case studies of the strategies and activities undertaken by organisations. The course aims to be practically based with group working on a variety of communications problems for real 'client' companies.

LEARNING OUTCOMES

The module seeks to introduce students to the core concepts and models of marketing communications whilst developing an appreciation of the way marketing communications is deployed by organisations. By the end of the module students will be able to:

- Explain the scope of marketing communications
- Understand the role of Marketing Communications Models – what we know about business communications
- Recognise the different communication audiences, behaviour and decision making processes used by organisations
- Develop practical insights into communications strategy, objectives, positioning and tactics
- Undertake Integrated Marketing Communications Planning
- Understand the role of Branding, Budgeting and Evaluation
- Marketing Communications relationships, Customer Relationship management
- Understand and be able to effectively deploy Advertising, Sales Promotions and Public Relations campaign activities through both Conventional and Digital channels

TOPICS COVERED

- Communications Theory
- Organising Marketing Communications
Marcomms and the Marketing Mix
- Understanding Target audiences
Positioning
- Marcomms Process
Consumer Decision Making
- Campaign Planning and Strategy
- The Message
- Media Planning
Branding
- Sales Promotion, PR and Direct marketing
- Integrated Marcomms
Communications Planning
- International Marcomms
Campaign Evaluation

ASSESSMENT SUMMARY

50% Group assignment, 50% Case Study based unseen 3-hour examination during the Summer Term

ESSENTIAL READING

Essentials of Marketing Communications – Chris Fill, Pearson Education. ISBN-13: 9780273738442

CORE MODULE INFORMATION:

Taught by: Jane Burns

Level: Advanced

Prerequisites: None, though MSIN7009 highly desirable

Eligibility: 3rd and 4th year undergraduates from all departments

Terms: Term 1

Delivery method: 2-hour lecture (x 10 weeks), 1-hour seminar (x 9 weeks)

Assessment: 50% coursework, 50% examination

The MS&I Elective Portfolio Listing

FIRST

- MSIN1002 Communication and Behaviour in Organisations
- MSIN6004 Accounting for Business (Term 1)
- MSIN6004A Accounting for Business (Term 1)
- MSIN1004 Accounting for Business (Term 2)
- MSIN6001A Understanding Management (Term 1)
- MSIN6001B Understanding Management (Term 2)

INTERMEDIATE

- MSIN7002B Business in a Competitive Environment*
- MSIN7003 Organisational Change*
- MSIN7004 E-business Environment and Management
- MSIN7005 Law for Managers*
- MSIN7009 Introduction to Marketing
- MSIN7014 Strategic Human Resource Management
- MSIN7016A Managerial Accounting for Decision Making (Term 1)
- MSIN7016 Managerial Accounting for Decision Making (Term 2)
- MSIN7017 Global Entrepreneurship
- MSIN7018 Global Marketing Strategy

Modules marked with () are also available at M-level*

ADVANCED

- MSIN7007A Mastering Entrepreneurship (Term 1)
- MSIN7007B Mastering Entrepreneurship (Term 2)
- MSIN7008 Entrepreneurship: Theory and Practice*
- MSIN7011 International Business
- MSIN7013 Innovation Management
- MSIN7019 Innovation in the Enterprise
- MSIN3001 Project Management*
- MSIN3002 Marketing Communications
- MSIN3004 Mergers and Valuation*
- MSIN3006 Digital Marketing
- MSIN3017 Corporate Financial Strategy*
- MSIN3101 Project, Programme and Portfolio Management
- MSIN3G07 Entrepreneurial Finance*

M-level modules available to 4th year MEng and MSci students

- MSINM001 Project Management
- MSINM005 Business in a Competitive Environment
- MSINM007 Mastering Entrepreneurship
- MSINM009 Managing High-Technology Organisations
- MSINM013 Corporate Financial Strategy
- MSINM703 Organisational Change
- MSINM705 Law for Managers
- MSINM708 Entrepreneurship: Theory and Practice
- MSINMG07 Entrepreneurial Finance