Date: 16-10-2026

BSc (Hons) Business Management

UCAS code	N3NM
Institution code	H12
Duration	Three years, full-time
Start date	September 2027
Location	Harper Adams University campus

A business education unlocks exciting opportunities and our BSc /BSc (Hons) Business Management degree takes a universal and integrated approach to understanding business, organisations and management, and the development of a broad set of transferrable skills that will last you a lifetime in an increasingly globalised world and one where the nature of work and employment continues to be shaped by advances in digital technology.

On your journey with us, you will experience a blend of academic and practical learning, backed up with a fascinating range of events and activities that get you working alongside successful businesses. You will try your hand at finding real-world solutions and meet leading industry experts from a range of sustainable competitive businesses.

Along with essential practical, technical skills you will also be learning invaluable soft skills that employers rate so highly, such as communication, team work, creativity, motivation and leadership. The modules that make up the degree are assessed in a variety of ways to allow you demonstrate your capabilities including real-world projects, team challenges, reflective portfolios, business writing and research, and you will manage your learning with the support of focused, frequent feedback.

As you progress through your degree you will develop your capabilities in commercial thinking, planning, and management, and in your final year you'll be working at a strategic level across all business areas. You'll develop a deep understanding of organisations and the roles within them and learn with the skills required for successful entrepreneurship too, preparing you to confidently take your next step into a management career.

A version of this course with a placement year is also available.

View the placement year route

Find out more about placement years

A-level entry requirements

- **Entry requirements for 2027 entry are not currently available. Please contact Admissions for advice**

Careers

These courses are for those who wish to pursue a career in business management in a wide range of sectors. Over recent years, Harper Adams graduates have entered a variety of careers in marketing, accountancy, consultancy, sales, recruitment, publishing, purchasing, web design, event management and financial services to name but a few. Students who wish to start their own business have found the knowledge they have developed during the course has enabled them to go down the self-employed route.

What will I study?

Year 1		Year 2		Year 3	
Business Economics (R4007HF)	20	Selling, Negotiating and Networking (R5013HF)	20	Integrated Global Business (HF)	20
Running a Business (R4008HF)	20	Finance and Accounting for Managers (HF)	20	Sustainability and Business Ethics (HF)	20
Academic Skills (R4009HF)	10	The Digital Manager (R5014HF)	20	Strategic Leadership (HF)	20
International and Domestic Perspectives (R4010HF)	20	Managing People and Workplace Success (R5011HF)	20	Entrepreneurship and Adaptive Management (HF)	20
Organisations and Markets (R4011HF)	20	Marketing in Practice (R5012HF)	20	Dissertation (HF)	40
Work and Wellbeing (R4012HF)	20	Optional Module - 10 credit (HF)	10		
Enrichment Activities (R4013HF)	10	Elective (HF)	10		
		Electives			
		Managing Change (R5010HF)	10		
		Options			
		Creativity and Innovation (R5003HF)	10		
		Managing Projects (HF)	10		

Business Economics

Year of study 1
Code R4007HF
Credits 20
Core/option Core

Business Economics introduces you to the 'Why?' of business and commerce and is the foundation for your understanding of the relationship between business and the wider economic environment. It introduces a different perspective on economics, money, wealth, and gives the background and context for the study of business, exploring some of the most important and pressing questions of all; how do we generate wealth and who should benefit? Can we do it fairly and sustainably, and what does this mean for the future of businesses and the world of work?

This module is delivered alongside the module Running a Business to provide the underpinning learning behind the Kickstarter Project where students work in teams to develop solutions for external clients. It runs for the first part of year one and provides an enjoyable, immersive, dynamic mix of learning activity and socialising opportunities.

The delivery and student experience of the Kickstarter Project will be orientated towards the particular degree route. Those studying Agribusiness and Food Business will undertake projects within those subject areas, determined by the external client. Those studying Business Management will have an inherently wider

choice.

Intended Learning Outcomes

Students who successfully complete this module will be able to:

- Explain underlying concepts and principles of economic theories including those of classical economics and emergent thinking, and how these relate to business and organisations.
- Explain the role of Demand and Supply at the microeconomic level along with those of different market structures, and how these relate to businesses and organisations.
- Appraise economy-wide phenomena including inflation,(un)employment, and economic growth and decline.
- Calculate the Consumer Price Index (CPI) and the inflation rate.
- Review differences between economic approaches and priorities in the relationship between micro and macroeconomics.

Running a Business

Year of study 1
Code R4008HF
Credits 20
Core/option Core
Module contact Ms Claire Robertson

Running a Business introduces you to the 'how' of daily business and commerce and is the foundation for your understanding of the practicalities of business management. The focus is on the immediate and present day-to-day business activity and environment, for example, decision-making and how this is informed, adaptability, collaboration, communication, roles and responsibilities, performance and outcomes.

As part of the learning experience, you will investigate real-life enterprises which are facing challenges in the ever-changing macro and micro environments and develop a solution, which is sustainable and appropriate for the firm.

This module is delivered alongside the module Business Economics to provide the underpinning learning behind the Kickstarter Project.

For the Kickstarter Project students must work in teams to develop solutions for external clients. It runs for the first part of year one and is provides an enjoyable, immersive, dynamic mix of leaning activity and socialising opportunities. The activity is undertaken in teams, however, students are assessed individually.

The delivery and student experience of the Kickstarter Project will be orientated towards the particular degree route. Those studying Agribusiness and Food Business will undertake projects within those subject areas, determined by the external client. Those studying Business Management will have an inherently wider choice.

Intended Learning Outcomes

Students who successfully complete this module will be able to:

- Explain issues and challenges encountered in business operations and activities.
- Apply principles of business management to their project activities.
- Develop team-working skills with a focus on a collaborative approach.
- Appraise the relationship of the economic climate to everyday business and organisational activities.
- Propose a feasible solution to the project challenge that shows an awareness of commerciality, limitations and communication.

Academic Skills

Year of study 1
Code R4009HF
Credits 10
Core/option Core
Module contact Dr Zorka Besevic

This is a module that no student can be without! By the end of the module, you will walk away with the key skills you need for your time at university 'in the bag'. The module will support you to develop these essential academic skills which you will go on to use repeatedly throughout the duration of your degree programme. It will provide the foundation for all subject-specific assessments and support you to become a more independent learner and develop confidence in your ability to complete the assessment process.

Intended Learning Outcomes

Students who successfully complete this module will be able to:

- Develop competence and confidence in the use of basic academic skills including academic referencing, business report writing and argument formation.
- Identify appropriate relevant sources, selecting key information required to form a balanced argument.
- Undertake reflective analysis on current academic study skills capability.
- Devise a plan for the development of these skills to maximise learning potential.

International and Domestic Perspectives

Year of study 1
Code R4010HF
Credits 20
Core/option Core
Module contact Liz Morris

This module draws on Harper Adams' network of international partners and stakeholders to show you the incredible variety of experiences of business and work around the world and in your own home country. You will look at the role and power of different cultures and customs in defining what it means to do business, to be a worker, a manager, and an entrepreneur. It will help you to develop a broad and critical world view, and provide a foundation for your employment in international organisations and contexts.

The main focus for Agribusiness and Food Business students relates your particular degree specialisms to the module content, though you will also look beyond this to give more context and make comparisons. Business Management students will explore widely across the subject area. The particular choice of countries included will be determined by the module leader and influenced by the availability of appropriate resources and enrichment activities.

Organisations and Markets

Year of study 1
Code R4011HF
Credits 20
Core/option Core
Module contact Kevin Flint

This module will give you a broad understanding of businesses, organisations and the world or work through an exploration of different industries, their markets and sectors, and how organisations are created and developed within them. It will help you to give you some insight into possibilities for your future career paths and employment.

The main focus for Agribusiness Management and Food Business Management students is on industries and markets linked to your particular degree specialisms and their supply chains, though you will also look beyond this to give more context and make comparisons. Business Management students will explore markets and organisations across a wide range of industries which may in technology, energy, entertainment, construction, finance, tourism, aerospace, etc. The particular choice will be determined by

the module leader and influenced by the availability of appropriate resources and enrichment activities.

Intended Learning Outcomes

Students who successfully complete this module will be able to:

- Appraise the relationship between organisations and their markets through a comparative analysis
- Identify the factors that determine the nature and development of organisations and markets.
- Explain organisational structure and functions.

Work and Wellbeing

Year of study 1
Code R4012HF
Credits 20
Core/option Core
Module contact Liz Morris

Work forms a significant part of our lives; it is important that we are able to manage our wellbeing at work, and that our work is meaningful to us. In this module, you will look at the factors that affect people at work in a range of environments. You will review the laws, practices and approaches that can help to maintain employee wellbeing and productivity.

You will consider some basic employment legislation which employers have to follow. You will also look at examples of employers who do more than the minimum, and consider whether this benefits the business, their employees, and levels of wellbeing and productivity in the workplace.

You will develop an understanding of how to look after your own wellbeing when at work. You will consider how to support other people in the workplace too.

The main focus for Agribusiness Management and Food Business Management students is on how the module content relates to your particular degree specialisms, though you will also look beyond this to give more context and make comparisons. Business Management students will explore more widely across a range of contexts. The particular choice will be determined by the module leader and influenced by the availability of appropriate resources and enrichment activities.

Intended Learning Outcomes

Students who successfully complete this module will be able to:

- Determine the factors that can affect employee wellbeing and productivity, for themselves and others, and summarise examples of these factors in the workplace.
- Identify and explain a range of business challenges currently affecting employers and employees, with critical consideration of potential solutions.
- Evaluate how to manage their own wellbeing, and that of others, in the workplace.
- Explain the basic employment laws that can help to protect employees and employers.

Enrichment Activities

Year of study 1
Code R4013HF
Credits 10
Core/option Core
Module contact Jon Bentley

A range of enrichment activities and events will be arranged throughout the year that will help you to develop a wider and deeper perspective of the things that you learn in your course. This will help you to develop an idea of your own potential, the appeal of different career paths, and the potential of the world of business and organisations. The activities may include guest speakers, off-site visits, business simulations, skills-based games and challenges, short courses and small-group learning. The particular choice will be determined by the module leader and availability.

This module comprises part of the students's academic and professional development programme.

Intended Learning Outcomes

Students who successfully complete this module will be able to:

- Reflect on the developmental value of the enrichment activities with which they have engaged.
- Identify opportunities and activities for personal development.
- Identify opportunities and activities for career development.

Managing Change

Year of study 2
Code R5010HF
Credits 10
Core/option Core
Module contact Liz Morris

This is an optional module available to all Harper Adams undergraduate students for whom the level of study is appropriate.

Change is constant and unavoidable, we will all experience multiple significant changes in our working and personal lives.

In this module, you will review change management theory, the dynamic forces and contemporary issues driving change, and the impact of change. You will explore the subject of change through themed weeks and topics, which cover policy, economics, diversification and technology, from the impacts of localise drivers of change through to world-scale events, e.g. wars, financial crises, global pandemics etc.

You will reflect on how change affects individuals, as well as organisations and global economies, and develop strategies that you can apply in times of change in your future career.

Intended Learning Outcomes

Students who successfully complete this module will be able to:

- Appraise the relationship between drivers, processes and outcomes of change and their potential impact on business and organisations.
- Evaluate the use of change management processes to manage and support effective change.
- Reflect on how individuals are affected by change.

Selling, Negotiating and Networking

Year of study 2
Code R5013HF
Credits 20
Core/option Core
Module contact Ms Claire Robertson

The focus of the module is to build upon the marketing and operational insights gained in your first year of study and apply them to worked examples, case studies and exercises.

Through this module, you will learn about the concepts of the customer value pyramid and how to create persona's of your consumers using data gathered from market research and analysed to generate a view of a target audience for marketing activity. Once this persona is in place you will work (in a project team) to design a campaign to raise brand awareness or shift market focus for a specified organisation. Having honed your B2C (business to consumer) skills you will shift focus to the skills required in the B2B business-to-business context – including learning how to pitch for business and then how to negotiate a deal once you have been selected as a preferred supplier.

Throughout each 'event' you will work as a team of business professionals, developing your portfolio for presentation at the end of each segment.

This module provides you with a focused set of commercial skills to ensure that you are well-prepared for your work placement. Using four focused and real-world mini events, you will develop an understanding of the tools, frameworks and perspectives that will promote successful engagement with suppliers, clients,

customers, and stakeholders. These transferable skills are fundamental for the effective operation and development of all businesses and organisations.

Intended Learning Outcomes

Students who successfully complete this module will be able to:

- Develop a persona that represents a target audience for an organisation using market research undertaken by your team.
- Create a sample campaign across relevant media to illustrate your understanding of value pyramids and consumer behaviour.
- Respond to a negotiation challenge by creating a strategy, delivering results and evaluating success – with specific focus on the sustainability of the negotiation position adopted.
- Pitch for business, or pitch an idea to a stakeholder group and reflect on personal development as a presenter, persuader or influencer.

Finance and Accounting for Managers

Year of study 2
Code HF
Credits 20
Core/option Core
Module contact Jane Headley

An understanding of the financial sustainability of an organisation is a key driver to all business decisions and this module will help you to develop the skills required. All business decisions have a financial implication and financial performance is the common measure of success for internal and external stakeholders; you will explore this, drawing on your own experiences of organisations.

You will learn that being judged and making judgements using financial information is a fundamental process for all enterprises, and this module will give you the confidence to engage with this.

Intended Learning Outcomes

Students who successfully complete this module will be able to:

- Analyse external and internal accounts using ratio analysis.
- Apply management accounting techniques to solve problems.
- Identify factors driving financial planning in an organisation.
- Propose actions as a result of financial analysis.

The Digital Manager

Year of study 2
Code R5014HF
Credits 20
Core/option Core
Module contact Archie Homer

Transforming digital natives into digital managers

If you were born in the 2000s you have grown up in a digital world unrecognisable by any generation before. This module develops your understanding of digital experiences and the knowledge and skills to apply them effectively in business and organisational contexts.

At the heart of every thriving business is good digital business strategy supported by knowledgeable managers who understand complex and ever-evolving digital eco-systems, and make agile decisions based on a fundamental understanding of technology and the human interactions that drive change.

You will learn how to be a manager who is able to take advantage of digital systems that drive innovation, and communicate technically with a wide range of digital stakeholders, from ICT specialists and digital marketing teams to operation managers and senior management.

The content of this module will change, but will always be current. You will be challenged to consider new

and emerging ideas developing your confidence in exploring and innovating within the digital interface with the wider organisation.

Intended Learning Outcomes

- Utilise experiences of technologies and data sets to generate and communicate individual perspectives.
- Assess the appropriateness of technologies for business, and lead activities in digital transformation.
- Contribute towards a digital strategy with focus on measurement of success.
- Predict the business implications of changes in Cyberculture and Digital Governance.

Managing People and Workplace Success

Year of study 2
Code R5011HF
Credits 20
Core/option Core
Module contact Mr Alastair Boot

Whatever your future aspirations, you will be working with people in your career. This module will equip you to understand what motivates people and what that tells us about how to manage others, and yourself, more effectively to deliver business solutions.

In this module, the study of factors such as leadership and management, communication skills, teamwork, business practices and employment law will help you develop your skills as a manager. This will include consideration of developing working practices, international and cultural influences and environments, and recent changes in business and technology.

You will also consider how to manage yourself to develop a deeper understanding of your work preferences and behaviours. This will support you in your preparation for placement and your career.

This module comprises part of the students' Harper Forward academic and professional development programme.

Intended Learning Outcomes

Students who successfully complete this module will be able to:

- Demonstrate skills and capability in people management.
- Evaluate the purpose of people management in the wider context of employment.
- Review the effectiveness of people management principles in the workplace.
- Self-evaluate their readiness for work (or placement as appropriate), demonstrating an understanding of challenges that might arise, and potential solutions.

Marketing in Practice

Year of study 2
Code R5012HF
Credits 20
Core/option Core
Module contact Ms Claire Robertson

In this changing world, effective marketing is central to the success of individuals and organisations. Understanding consumer needs within target markets and countries is essential for companies to build marketing strategies toward specific market needs. Managers need to apply marketing skills in order to meet customer needs more effectively than competitors in a global workplace. Marketing is more than a business subject. It describes important skills and tools that are useful in any career.

As a professional discipline, this module explores the role of marketing, its underpinning theories and marketing concepts in various business contexts. It examines the business environment, the issues, activities and planning involved in marketing strategies. There will be a strong focus on reviewing real-world examples and on the appropriate application of marketing practice from an international perspective. These skills developed in the module will be particularly useful for preparation for placement, graduate

employment and starting a new business.

Intended Learning Outcomes

Students who successfully complete this module will be able to:

- Appraise competing concepts of marketing and its functional role in business and organisations.
- Evaluate marketing activities and their integration within the marketing mix.
- Critically evaluate the key analytical theories, frameworks, models and tools used in marketing.
- Apply appropriate marketing theories, models and secondary market data to analyses of marketing environments and understanding of consumer behaviour.
- Produce a strategic marketing plan, reflecting on the application of marketing practices in the context of specific industries, markets, business sizes and objectives in both domestic and international contexts.

Optional Module - 10 credit

Year of study 2
Code HF
Credits 10
Core/option Core

Choose one optional module

Elective

Year of study 2
Code HF
Credits 10
Core/option Core

One elective module (as below or or a module from the University Catalogue of Electives)

Creativity and Innovation

Year of study 2
Code R5003HF
Credits 10
Core/option Option
Module contact Geoff Underwood

Creativity and the ability to innovate are highly sought after attributes in employees and managers with regard to the creation of new products and services and in the ability to find effective and elegant solutions to organisational problems.

This module develops your capability and confidence in this respect. It will raise your awareness of your own creative potential, explore how managers can develop workplace cultures that foster creativity and the confidence to think and work in inspiring new ways.

Intended Learning Outcomes

Students who successfully complete this module will be able to:

- Apply their creative and innovative capabilities to developing appropriate solutions in organisational and business contexts.
- Explain the influence of organisational culture and environment on creativity and innovation.
- Apply method and process to creative thinking and innovation.

Managing Projects

Year of study 2
Code HF
Credits 10
Core/option Option
Module contact Emma Tappin

Projects are how organisations make things happen. Projects deliver changes that improve services to customers, increase a business's operational effectiveness and process change. Staff in all types of roles need to participate in and understand their role in delivering a successful project and there is a growing awareness and appreciation of the benefits of using project management techniques across a wide range of business settings.

In this module, you will examine the role of applied project management in specific sectors and discover how to plan, control, monitor and deliver successful projects. This module will allow you to learn the theory of project management whilst practically applying the techniques through undertaking a realistic business-based project.

Students who successfully complete this module will be able to:

- Explain the importance of project management for efficient organisational performance, organisational development and business management.
- Evaluate and apply a range of techniques in the field of project management to the execution of a project.
- Analyse the factors that contribute to a successful project outcome and why a project may fail.
- Critically analyse and reflect upon different approaches to project management using established bodies of knowledge and best practice and your role within it.

Integrated Global Business

Year of study 3
Code HF
Credits 20
Core/option Core
Module contact Geoff Underwood

Integrated Global Business is delivered in conjunction with the module that follows it, Strategic Leadership, to provide the underpinning learning behind the Capstone Project.

Integrated Global Business facilitates the student's learning of the dynamics and relationships required for effective international business and commerce. It covers the foundations such as investment, finance and economics, as well as the operational aspects of managing in international contexts. It completes the journey that you started in year one, facilitating your development into a confident manager with a global outlook, aware of the human, cultural and functional elements of

The linked module Strategic Leadership concerns the actioning of proposed solutions and the development of the personal skills required to become a capable leader.

For the Capstone Project students must work in teams to develop solutions for external clients with an international focus. It runs for the whole of year four and is intended to provide an immersive and dynamic mix of enrichment activity and experiential learning. Where the first-year Kickstarter Project was an introduction to the fundamentals of business, the Capstone Project requires complex and integrated strategic decision-making across a comprehensive range of business functions and operations. The activity is undertaken in teams, and students are assessed both for group work and individually.

The delivery and student experience of the Capstone Project will be orientated towards the particular degree route. Those studying Agribusiness Management and Food Business Management will undertake projects within those subject areas, determined by the external client. Those studying Business Management will have an inherently wider choice.

Intended Learning Outcomes

Students who successfully complete this module will be able to:

- Develop and evaluate strategies for international and global business.

- Critically appraise the suitability and appropriateness of international markets and associated business relationships.
- Apply the principles of international finance and economics to business planning and activities.
- Rationalise the integration of diverse organisational functions in the successful operation of an international business.
- Demonstrate cultural and political awareness, effective communication,stakeholder management and self-management in international relationships.

Sustainability and Business Ethics

Year of study 3
Code HF
Credits 20
Core/option Core
Module contact Geoff Underwood

This module aims to define what businesses are doing to adopt a more sustainable approach to business management. Students will examine a number of case studies, which will attempt to demonstrate how individual businesses are aligning their activities to address global sustainability challenges such as climate change, carbon reduction, energy and water scarcity and poverty reduction. This module also explores the subject of business ethics and the related concept of corporate social responsibility. The module assesses the business need for ethical practice and examines the strategies through which ethical practices can become embedded. More practically, it is anticipated that students will be able to apply ethical theory and moral reasoning to successful sustainable management decision-making.

Intended Learning Outcomes

Students who successfully complete this module will be able to:

- Appraise the major business environmental, economic and social factors and the extent to which these have an influence on the management of organisations
- Assess the impact of ethics and Corporate Social Responsibility on the management of organisations operating in an international environment
- Evaluate the alternative sustainable systems and management strategies for risk management adopted by organisations operating in the international environment.

Strategic Leadership

Year of study 3
Code HF
Credits 20
Core/option Core
Module contact Geoff Underwood

Strategic Leadership follows from and is delivered in conjunction with the module Integrated Global Business to provide the underpinning learning behind the students' Capstone Project. Strategic Leadership concerns the transition of intent into action and the implementation of solutions through strategic thinking and the development of the personal leadership skills required to achieve this.

For the Capstone Project students must work in teams to develop solutions for external clients with an international focus. The project runs for the whole of the final year and provides an immersive and dynamic mix of enrichment activity and experiential learning. Where the first-year Kickstarter Project was an introduction to the fundamentals of business, the Capstone Project requires complex and integrated strategic decision-making across a comprehensive range of business function and operations. The project is undertaken in teams and students are assessed individually for the Strategic Leadership component.

Where Integrated Global Business facilitates the students's learning of the dynamics and relationships required for effective international business and commerce,

Intended Learning Outcomes

Students who successfully complete this module will be able to:

- Apply conceptual models to the real-world development and implementation of integrated strategies in organisational contexts.
- Make strategic decisions that include a variety of perspectives: commercial, international, ethical, sustainable.
- Develop personally effective styles and modes of leadership.

Entrepreneurship and Adaptive Management

Year of study 3
Code HF
Credits 20
Core/option Core
Module contact Geoff Underwood

This module will introduce and embed the skills and understanding required for successful entrepreneurship and the launch and development of new businesses and enterprises. The skills and qualities required of entrepreneurs are also highly valued by established businesses and this module makes that explicit link.

It is intended to support you in exploring a business idea with the goal to find out if the idea is a feasible business opportunity for you and allows you to apply this knowledge and develop or enhance your skills in research, pitching and presentation skills, in written and verbal form. These skills are essential for starting and running a business in as much as for working independently within an organisation as a manager.

In this module, you will explore the role of entrepreneurship and small business management with the view of sustainable growth. You will investigate and explore how organisations form, then how they begin to evolve.

Finally, you will examine how the organisations, their customers and key stakeholders may change as organisations grow to become long-term sustainable businesses. As part of the learning experience, you will investigate real-life enterprises which are early in their growth to explore: how they started? What were the challenges? How will they grow? It will be an exciting journey and build upon the experience of your placement year.

Dissertation

Year of study 3
Code HF
Credits 40
Core/option Core

The dissertation is designed to allow you to develop the skills and personal resilience needed to undertake a sustained, significant and high-quality research project. In conjunction with a supervisor, and in light of detailed course-specific advice, you will select a topic for investigation. You will then plan, execute, report and present your project. The module will draw upon learning from other taught modules, but it also requires a high degree of independent learning.

You will need to apply your learning about the research methods associated with your discipline as you locate data to support your project; you may need to apply methods creatively according to the nature of your research topic. Throughout the module, you will be expected to make choices about the scale and manageability of your work; you will also need to apply good time management skills to ensure success. The project will require you to search for literature related to your topic and to read independently. You must make decisions about the direction of your research, and you will be expected to work proactively to benefit from supervision opportunities.

You will be expected to ensure that each part of your project is ethically sound; this means following protocols but also by developing an ethical mindset which is sensitive to stakeholders and issues arising in the research process. You must also ensure that you attend to issues of health and safety throughout your research.