LEVEL 7 DIPLOMA IN STRATEGIC MANAGEMENT AND LEADERSHIP (QCF)

Table of Contents

QUALIFICATION OBJECTIVES

The Level 7 Diploma in Strategic Management and Leadership programme is highly flexible and suitable to mature learners with a background in academic study or Industry. The qualification has a clear work-related emphasis; a strong emphasis is laid on practical skills development alongside theoretical fundamentals. The Qualification, underpins knowledge, skills and understanding linked to NVQ, QCF and UK national benchmarks for level 7 studies.

The Qualification enables learners to progress into or within employment and/or continue their further study towards UK Masters top up qualifications.

QUALITY, STANDARDS AND RECOGNITIONS

Qualifications are approved and regulated by Ofqual (Office of Qualifications and Examinations Regulation). Visit register of Regulated Qualifications.

Qualifications Wales is a Welsh Government Sponsored Body but independent from the Welsh Government in relation to its qualifications functions for which is directly accountable to the National Assembly for Wales. It is responsible for the regulation of awarding bodies and the quality assurance of qualifications in Wales. It is charged with ensuring that qualifications in Wales are fit for purpose, that the qualification system in Wales is efficient and effective and that there is public confidence in qualifications in Wales. Visit Qualifications Wales for more information.

This qualification offers progression arrangements with several UK universities that acknowledge the ability of learners after studying Level 3-7 qualifications to be considered for advanced entry into corresponding degree year/top up and master's/top-up programmes.

REGULATORY INFORMATION

Qualification Title	Level 7 Diploma in Strategic Management and Leadership (QCF)
Duration	1 Year
Total Credit Value	120 Credits
Overall Grading Type	Pass
Assessment Methods	Coursework
Language of Study	English

EQUIVALENCE

This Level 7 qualification according to the Qualifications and Curriculum Framework (QCF) which consists of 6 mandatory units worth total 120 credits and equivalent to Master's Degrees in the UK.

PROGRAMME STRUCTURE

Learners need to complete all units from Mandatory Group and any 4 units from Optional Group. Learners need to complete a minimum of 120 credits to achieve this qualification.

Unit Ref	Mandatory Units	Credit
D/507/2617	Professional Development and Communication Skills	15
T/507/8228	Strategic Management	15
D/507/2620	Strategic Human Resource Management and Organisational Behaviour	15
H/507/2621	Advanced Business Research Methods	15
	Optional Units – Choose any FOUR	
H/507/2618	Strategic Financial Management	15
K/507/2622	Supply Chain and Operations Management	15
M/507/2623	Enterprise and Entrepreneurship	15
T/507/2624	Business Law, Ethics and Corporate Social Responsibility	15
A/507/2625	Strategic Change Management	15
F/507/2626	Strategic Marketing	15
J/507/2627	Globalisation & Marketing Strategy	15

ABOUT THE UNITS

Credit value is defined as being the number of credits that may be awarded to a Learner for the successful achievement of the learning outcomes of a unit.

The QCF credit value of the unit will remain constant in all contexts, regardless of the assessment method used or the qualification(s) to which it contributes. Learners will only be awarded credits for the successful completion of whole units. (One credit is awarded for those learning outcomes achievable in 10 hours of learning time).

ENTRY REQUIREMENTS

A learner must fulfil at least one of the following criteria to be allowed entry to the qualification:
- Possession of an honours degree in a related subject
- Possession of a level 6 qualification from a recognised awarding body
- Five years' management experience (learners must check with the delivery centre / college regarding this experience prior to registering for the programme)

English requirements:
- If you are not from the United Kingdom or a majority English-speaking country, you must provide evidence that you are competent in English language

PROGRESSION

The Level 7 Diploma in Strategic Management and Leadership programme enables learners to progress into or within employment and/or continue their further study. This qualification enables learners to top up their qualification with number of UK universities that acknowledges the ability of learners after studying Level 3-7 qualifications to be considered for advanced entry into corresponding degree year/top up and masters/top-up programmes.

DELIVERING THE QUALIFICATIONS

This qualification is delivered 100% online by London School of Planning and Management using its online learning platform.

ASSESSMENT AND VERIFICATION

All units within this qualification are internally assessed by the centre and verified by OTHM. The qualifications are criterion referenced, based on the achievement of all the specified learning outcomes.

To achieve a 'pass' for a unit, a learner must have successfully passed all the assessment criteria for that unit.

Unit Specifications

UNIT 01: PROFESSIONAL DEVELOPMENT AND COMMUNICATION SKILLS

Unit Reference Number	D/507/2617
Unit Title	Professional Development and Communication Skills
Unit Level	7
Number of Credits	15
Guided Learning Hours (GLH)	150 Hours
Mandatory / Optional	Mandatory
SSAs	15.3 Business Management
Unit Grading Structure	Pass

Unit Aims

This unit provides learners with the methods and techniques to assess the development of their own skills using continuous professional development in order to support their personal and professional goals. This also helps to develop professional skills including communication, academic writing, presentation, leadership, use of information technology, preparing curriculum vitae and continuous professional development.

Learning Outcomes and Assessment Criteria

Learning Outcome - The learner will:	Assessment Criterion - The learner can:	
1. Evaluate personal and professional knowledge, skills and attitude.	1.1	Set short term and long term personal and professional SMART objectives
	1.2	Apply appropriate methods to evaluate personal knowledge, skills and attitudes
	1.3	Carry out a skills personal skills audit
	1.4	Create a personal development plan
2. Analyse relevant recruitment contexts	2.1	Create an effective and well-presented CV and cover letter
	2.2	Identify relevant career development opportunities
	2.3	Evaluate the skills and experience required for specific career development opportunities
3. Plan effective business and professional communication.	3.1.	Plan the objectives of business and professional communication;
	3.2.	Critically present information, both orally and in writing, from a range of academic and other sources;
	3.3.	Critically evaluate appropriate media for business communication.
4. Create professional business presentations	4.1	Plan effective oral presentations using IT and other related resources;
	4.2	Demonstrate the role of body language and manners of speech in effective presentations;
	4.3	Deliver presentations for a range of audiences

Assessment

To achieve this unit, learners must achieve the learning outcomes and meet the standards specified by all assessment criteria for the unit.

Learning Outcomes to be met	Assessment criteria covered	Assessment type	Word count (approx. length)
All 1 to 4	All ACs under LO 1 to 4	Coursework	4500 words

Indicative content

Setting short term and long term personal and professional SMART objectives: Critical understanding of personal and professional knowledge capacities; personal and professional aims; productivity, personal efficiency and effectiveness; setting SMART (specific, measurable, achievable, realistic, time-based) objectives; organising , analysing and time management prioritising work tasks; stress management; problem solving; managerial roles and decision making;

Use appropriate methods to evaluate personal knowledge, skills and attitudes; required to meet;
future objectives: personal and professional skills determination as employability and entrepreneurial skills; abilities and attitudes, counselling and mentoring ; coaching skills; leadership skills; multi-tasking; using occupational standards to identify competencies; learning skills for continuing self-development to meet requirements for professional bodies , meetings; leading team/staff for job affectivity, to provide learning opportunities and empowering team,

Apply a range of techniques to assess the personal and professional knowledge, skills, attitudes required to achieve the future objectives: using conceptual tools to identify own SWOT; developing personal networks; management development and continuing professional development for future;

Carrying out a skills audit to evaluate the knowledge, skills and attitude needed to meet the current and future objectives: improvement or career progression; role of feedback from colleagues , seniors, customers and other and other stakeholders; role of self-reflection; identifying gaps in attitude, knowledge and skills; learning and development needs to meet strategic objectives

Apply appropriate techniques and test to identify and assess preferred learning style: Personal professional roles expectations; meaning and methods of self-assessments to assess skills and competencies against personal, professional (Occupational Standards (NOS) and NVQ competence standards) and organisational objectives; using self-assessment tools viz psychometric testing; personal SWOT (strengths, weaknesses, opportunities, threats) analysis – listing strengths, weaknesses, identifying opportunities for growth in career;

Use personal learning style for personal development: main learning theories, identifying and assessing own learning styles using learning style inventories and questionnaires; psychometric testing e.g. Kolb's learning model, Honey and Mumford's model, Fleming's VAK/VARK model (visual, auditory, reading/writing, kinaesthetic), Myers-Briggs Type Indicator (MBTI); time management tests; employability and entrepreneurial skills tests;

Constructing a personal development plan: making a personal development plan; meeting both short, medium and long term goals; meeting personal and professional objectives; improving corresponding knowledge; attitude and skill development; preparing personal SWOT (strength, weakness, opportunities and threats);

 Use suitable methods to monitor and   assess the outcomes of a personal development plan
against the objectives: using   systematic or structured approach to develop *personal*
development plan; setting SWOT   objectives for life and career planning; identifying resources; skills and support needed and available to meet objectives; identifying and analysing strategies and methods to achieve objectives; control mechanisms and feedback; difference between motoring and evaluations reviewing and monitoring plan;

Evaluate the impact of own learning against the achievement of the objectives: the importance of self-review; providing a reflective record and learning log sheets /diaries; self-reflection and to become a critical, self-directed learner; continuously compare achievements against original objectives, reflect on learning, set date for next review; corrective and preventing actions, set new objectives when others have been achieved;

Develop an effective and well-presented CV: know how to prepare different formats of an effective and well-presented CV e g. academic CV, professional CV, personalized CV;

Customise cover letter, making clear links between experience and the job description: ways to customise cover letter; making clear links between experience and the job description;

Matching CV and cover letter to job description and personal specification of a job of choice: strategies to match CV, cover letter and professional requirements; developing professional networks; searching for job or business opportunities.

Plan the objectives of a business and professional communication: communication e g. definition, types, features, techniques; interpersonal skill development; networking e g. personal, business, social, economic and political;

Information demand management: collection; analyse; interpret and present information clearly, both orally and in writing, from a range of academic and other sources; the identification of information sources; validity and reliability; information flow; information circulation; Communication theory and models, e.g. SMCR model; setting business communication objective; effective business communication e.g. active listening, questioning, negotiation , handling conflict, body language and manners, international culture and business communication; AIDA model;

Select the media and message to influence with an effective communications: select the media and message; professional business presentation; present information clearly: both orally and in writing, from a range of academic and other sources.

Planning for an effective oral presentations: the development of presentation skills; avoiding nervousness; dress and get up code; speech and delivery skills; the use of IT and other electronic resources; operational skills of IT;

Ability to demonstrate role of body language: understanding the importance of body language; types and meaning of body language; presentation manners; speech development for effective presentations;

Develop and deliver presentations: the development of presentation capacities; verbal presentation skill improvement; reflective evaluations on one's continuous professional development; comprehensive presentation techniques and skills development.

Bibliography

Core text: There are no essential resources required for this unit.

Additional Reading:

Adair, J. & Allen, M. (2003). *The Concise Time Management and Personal Development.* London: Thorogood.

Adair, J. (2009). *Effective Communication: The Most Important Management Skill of All.* London: Pan Macmillan.

Branson, R. (2013). *Like a Virgin: Secrets They Won't Teach You at Business School.* London: Random House.

Covey, S. R. (1999). *The 7 Habits of Highly Effective People.* New York: Simon & Schuster

Ltd. De Bono, E. (2000). *Six Thinking Hats.* London: Penguin.

Goleman, D. (2005). *Emotional Intelligence: Why It Can Matter More Than IQ.* New York: Bantam Books.

Horn, R. (2009). *The Business Skills Handbook.* London: Chartered Institute of Personnel and Development.

Joyce, B. & Calhoun, E. (2010). *Models of Professional Development: A Celebration of Educators.* Thousand Oaks, CA: Corwin Press.

Lynch, L. (2009). *Smart networking*, New York: McGraw-Hill.

McKay, M. (2008). *Messages: the communication skills book.* Oakland, CA: New Harbinger Publications.

Megginson, D. (2007). *Continuing Professional Development.* London: Chartered Institute of Personnel & Development.

Mills, C. (2009). *You're Hired! CV: How to Write a Brilliant CV*, London: Trotman.

Pease, A. & Pease, B. (2006). *The Definitive Book of Body Language.* New York: Bantam Books.

Pedler, M., Burgoyne, J. & Boydell, T. (2006). *A Manager's Guide to Self Development.* New York: McGraw-Hill Professional

Winstanley, D. (2005). *Personal Effectiveness.* London: Chartered Institute of Personnel & Development.

Journals/newspapers:

- Management Today (Haymarket Business Media);
- People Management (Chartered Institute of Personnel and Development);
- Professional Manager (Chartered Management Institute);
- Training Journal (www.trainingjournal.com).

Websites:

www.aqa.co.uk AQA professional development;

www.cipd.co.uk Chartered Institute of Personnel and Development Continuing professional development;

www.cityandguilds.co.uk City & Guilds professional development;

www.businesslink.gov.uk Interactive tools for creating a personal development plan through assessment of management and leadership skills;

www.managementhelp.org Articles on leadership development planning and self-assessments for personal and professional development;

www.management-standards.org.uk Chartered Management Institute;

www.mindtools.com Time-management tools and activity logs.

Other sources:

Online resources, different research organisations and university based professional and communication network.

UNIT 02: STRATEGIC MANAGEMENT

Unit Reference Number	T/507/8228
Unit Title	Strategic Management
Unit Level	7
Number of Credits	15
Guided Learning Hours (GLH)	150 Hours
Mandatory / Optional	Mandatory
SSAs	15.3 Business Management
Unit Grading Structure	Pass

Unit Aims

To examine the principles of strategy and change management and provide learners with a critical understanding and ability to use various models of the strategy and change management process and the analysis of internal external environmental and resource variables.

Learning Outcomes and Assessment Criteria

Learning Outcome - The learner will:		Assessment Criterion - The learner can:
1. Critically review organisational strategic plans	1.1	Critically analyse the position of an organisation in its current market;
	1.2	Critically analyse the effects of existing plans on organisation;
2. Propose strategic options for an organisation.	2.1	Critically discuss the relationship between, corporate, business and operational strategies;
	2.2	Apply strategic models and tools to develop strategic options for an organisation;
	2.3	Evaluate strategic options for an organisation
3. Create a strategy implementation plan for an organisation.	3.1	Create appropriate vision, mission and strategic goals for an organisation
	3.2	Propose a suitable structure for an organisation that fits a Strategic plan.
	3.3	Create a resourced strategy implementation plan
4. Critically analyse the principal processes of organizational change.	4.1	Apply force field analysis to analyse and identify forces of change;
	4.2	Critically evaluate various change management models
	4.3	Apply leadership and change agent skills to implement a strategic change in an organisation.
5. Evaluate the implementation of strategic plans	5.1	Analyse the time schedule for the implementation of strategic plans;
	5.2	Design key success indicators in order to monitor the implementation of the strategic plan;
	5.3	To analyse potential risks during implementation

Assessment

To achieve this unit, learners must achieve the learning outcomes and meet the standards specified by all assessment criteria for the unit.

Learning Outcomes to be met	Assessment criteria covered	Assessment type	Word count (approx. length)
All 1 to 5	All ACs under LO 1 to 5	Coursework	4500 words

Indicative content

Explaining the importance of scanning business environment in making strategic decisions of organisation: business environment e g. definition, featurs, characteristics, types; distinctions between culture and organisational environment; key components of organisational environment; organisational environment basics; internal environment e g. working capacities, employment relations, job satisfaction; external factors e g. beneficiaries identification, consumer group demands; ways to meet those demands; contractors; stakeholders; shareholders; suppliers; general workforce; competitor success directions; links of influential factors e g. social, political, technological; organisational commitment e g. short term, medium and long term; competitor analysis; designing of products or services; influence measurement; organisational environment improvement;

Using a variety of tools to critically analyse external business environment: business environment dynamics e g. definition, characteristics, changes; basics of business environment; organisational environment e g. benchmark, liability, elasticity, intelligibility, commitment of team, management practices impact;, effectiveness and efficiency effects; tools of analysis; threats and opportunities analysis; SWOT (strengths, weaknesses, opportunities, threats) analysis; market analysis, consumer survey; competitor identification; market research; data and information analysis;

Using a variety of tools to critically analyse internal business environment: internal organisational environment e g. definition, types, features and changes; internal management analysis; employee and management review; efficient communication rationale; strength analysis; weaknesses analysis; resource analysis; pricing strategies; strategic drift; product analysis; product life cycle analysis;

To review the position of an organisation in its current market: market situation analysis; organisational position measurement; strategic business planning tools e g. SWOT (strength, weakness, opportunity and threats) analysis; Porter's Five Forces Analysis; value chain analysis; Boston growth-share (BCG) matrix; market equilibrium; market share; sustainable competitive advantage;

To analyse the effects of exiting plans on organisation: organisational planning effects; organisational agreement between several organisations; communication with stakeholders; organisational planning development; objectives led management; guidelines; action planning; strategic and structure fit; Business Process Re-engineering; performance appraisal; policy development; systems of communication; realignment and focus;

Identify and analyse mandatory competency and competitive advances of an organisation: competitive advantage identification; economies of scope and scale; product or service life measurement; internal statistics and surveys; measures for monitoring and evaluating; emergent and unrealised strategy; globalisation effects; resources analysis; mandatory skills and competences; experience curves; comparative analysis;

Discussing relationship between, corporate, business and operational strategies: strategic relationships e g. concepts, application and changing trends; corporate strategies; business strategies; operational strategies; effective communication; strategy formulation; strategic drift; strategic options review; benchmarking; competitor analysis; benefit-cost analysis; information review; organisational value consistency; position in markets; market share; globalisation effect; impacts of technological advancements;

Use various models and tools to develop strategic options for an organisation: strategic models e g. identification, uses and effectiveness; Mintzberg's strategies e.g. emergent and deliberate; Ansoff matrix strategies; balanced smandatorycard analysis; sensitivity analysis; organisational integration; merger and acquisition; gap analysis; product portfolio;

Analyse and decide strategic and business strategic options: strategic options e g. basics and organisation led applications; potential option review; business ethics; good practices; effective participation of stakeholders; diversity management; organisational environment consideration; awareness raising; objectives settings; strategic alliance; benchmarking; leadership;

Developing appropriate vision, mission and strategic goals for an organisation: situational analysis; setting vision and mission targets; understanding organisational values; business environment outlining; conceptualising stakeholders;

Proposing a suitable structure: stakeholders: identification, role analysis; comprehensive target setting for a business organisation; motivation to participate in strategic planning; strategy formulation; strategy implementation; monitoring and evaluation of stakeholders' performance;

Developing an agreed strategy plan that addresses all resource implications due to new action plan: organisational culture analysis; understanding basic values of a business organisation e g. cultural, ethical, social, economic, business; SMART (specific, measurable, achievable, realistic,time-based) target selection; resource audit; risk analysis;

Carrying out force field analysis: organisational changes e g. definitions, processes, patterns; the identification of change forces; roles of change forces; factor identification; impact of globalisation;

Using various change management models: change management models e g. identification, selection and use; in order to implement any change in an organisation; Lewin's Change Management Model; McKinsey 7-S Model; Kotter's 8 Step Change Model;

Acquiring leadership and change agent skills: change agent skills e g, identification, appropriate selection and application; implementing a strategic change in an organisation; right attitude; appropriate knowledge; leadership and skills;

To develop a time schedule for implementation of the plans: time requirement for planning implementation; time allocation for planning; time management; time scheduling; planning implementation timetable;

To develop key success factors in order to monitor the implementation of the strategic plan: success factors definition; success factors identification; successful strategic plan monitoring; planning implementation; evaluation and monitoring of control system; cascading and dissemination process;

To analyse potential risk: risks e g. definitions, features, identification and relevancies in diverse circumstances; implementation risks; implementation risks avoidance; contingency planning; contingency corrective development; risk preventive actions.

Bibliography

Core Texts:

Kotler, P. & Keller, K. (2011). *Marketing Management.* New Jersey: Prentice Hall.

Gupta, S. & Starr, M. (2014). *Productions and Operations Management Systems.* Boca Raton, FL: CRC Press.

Additional Reading:

Barney, J. (2010). *Gaining and Sustaining Competitive Advantage*. New York: Pearson Education.

Cusumano, M. A. & Markides, C. (2001). *Strategic Thinking for the Next Economy.* Mason, OH: Cengage Learning EMEA.

De Wit, B. & Meyer, R. (2004). *Strategy: Process, Content, Context.* Stamford, CT: Cengage Learning EMEA.

Finlay, P. N. (2000). *Strategic Management: An Introduction to Business and Corporate Strategy.* Harlow: Prentice Hall.

Goold, M., Campbell, A. & Alexander, M. (1994). *Corporate-level Strategy: Creating Value in the Multibusiness Company*. New York: John Wiley and Sons Ltd.

Grant, R. (2010). *Contemporary Strategy Analysis*. Hampshire: John Wiley and Sons.

Gratton, L. (2000). *Living Strategy: Putting People at the Heart of Corporate Purpose*. Harlow: Financial Times/Prentice Hall.

Harrison, J. S. (2002). *Strategic Management of Resources and Relationships: Concepts and Cases.* Hampshire: John Wiley and Sons.

Hill, C., Jones, G. & Schilling, M. (2013). *Strategic Management: Theory: An Integrated Approach.* Stamford, CT: Cengage Learning.

Johnson, G., Scholes, K. & Whittington, R. (2008). *Exploring Corporate Strategy*. Harlow: Financial Times/Prentice Hall.

Johnson, G. & Scholes, K. (2000). *Exploring Public Sector Strategy. Harlow:* Financial Times/Prentice Hall.

Kaplan, R. & Norton, D. (2000). *The Strategy-focused Organization: How Balanced Smandatorycard Companies Thrive in the New Business Environment*. Massachusetts: Harvard Business School Press.

Lynch, R. (2005). *Corporate Strategy. Harlow:* Financial Times/Prentice Hall.

McGee, J., Thomas, H. & Wilson, D. (2005). *Strategy: Analysis and Practice.* New York: McGraw-Hill Higher Education.

Mintzberg, H. (2000). *The Rise and Fall of Strategic Planning. Harlow:* Financial Times/Prentice Hall.

Mintzberg, H., Ahlstrand, B. & Lampel, J. (2008). *Strategy Safari: Your Complete Guide Through the Wilds of Strategic Management.* Harlow: Financial Times/Prentice Hall.

Pettigrew, A. M., Thomas, H. & Whittington, R. (eds.) (2006). *The Handbook of Strategy and Management.* London: Sage.

Stacey, R. D. (2010). *Strategic Management and Organisational Dynamics.* Harlow: Financial Times/Prentice Hall.

Journals/newspapers:

- The Journal of Marketing;
- The European Journal of Marketing;
- The Journal of Marketing Management;
- Academy of Management Journal;
- British Journal of Management;
- California Management Review;
- European Management Journal;
- Harvard Business Review;
- Journal of Business Strategy;
- Journal of Management Studies;
- Long Range Planning;
- MIT Sloan Management Review;
- Strategic Change;
- Strategy and Leadership;

Websites:
www.sps.org.uk Strategic Planning Society;
www.ft.com Financial Times;
www.managers.org.uk Chartered Management Institute.

UNIT 03: STRATEGIC HUMAN RESOURCE MANAGEMENT AND ORGANISATIONAL BEHAVIOUR

Unit Reference Number	D/507/2620
Unit Title	Strategic Human Resource Management and Organisational Behaviour
Unit Level	7
Number of Credits	15
Guided Learning Hours (GLH)	150 Hours
Mandatory / Optional	Mandatory
SSAs	15.3 Business Management
Unit Grading Structure	Pass

Unit Aims

The learner will understand of how the effective strategic management of human resources supports the achievement of organisational purposes in different organisational contexts. The unit seeks to analyse and evaluate the contribution of strategic human resource management to competitive advantage and organisational.

Learning Outcomes and Assessment Criteria

Learning Outcome - The learner will:	Assessment	Criterion - The learner can:
1. Critically analyse the role of strategic management of human resources	1.1	Critically explain the nature and importance of strategic human resource management in organisations
	1.2	Assess the role and purpose of strategic human resource management activities in an organisation
	1.3	Evaluate how strategic human resource management is related to other functional areas
2. Evaluate human resource planning in an organisation.	2.1	Analyse the business factors that should be considered before human resource planning;
	2.2	Determine human resource requirements in different organisational contexts;
	2.3	Develop a human resources plan for an organisation;
3. Critically discuss the role of legal, ethical issue in developing human resources policy.	3.1	Explain the purpose of human resource policy;
	3.2	Analyse the impact of regulatory and legal requirements on human resource policies in an organisation;
	3.3	Analyse the impact of ethical requirements on human resource policies in an organisation;
4. Plan effective human resource strategies	4.1	Analyse the impact of an organisational Strategy, structure and culture on the management of human resources;
	4.2	Plan an effective HR strategy;
	4.3	Critically monitor the effectiveness of human resources management;
5. Critically analyse Leadership and Management theory	5.1	Critically analyse the impact different theories of management and theories of leadership have on the development of organisational strategy;
	5.2	Create a leadership strategy that supports organisational mission, vision, values and objectives;
	5.3	Monitor and evaluate a leadership strategy that supports organisational mission, vision, values and objectives;

Assessment

To achieve this unit, learners must achieve the learning outcomes and meet the standards specified by all assessment criteria for the unit.

Learning Outcomes to be met	Assessment criteria covered	Assessment type	Word count (approx. length)
All 1 to 5	All ACs under LO 1 to 5	Coursework	4500 words

Indicative content

Critical explanation of the nature and importance of strategic human resource management in organisations: definition; features of HRM approach; HRM models: D Guest, M Patterson, best practice model, contingency model, Harvard Framework; personnel management and HRM; activities of HRM;

Assessing the role and purposes: Strategy: HRM strategy; organisational strategy; HRM strategy benefits for organisations; interrelationships between HRM and organisational strategies; organisational performance and HRM strategy; HRM strategy influence on organisational strategy; organisational strategy influence on HRM strategy; value creation; human capital management; HRM strategy business focus; effective HRM;

Evaluating contributions of strategic human resource management: evaluation of strategic human resource management contribution e g. characteristics, importance, techniques; the changing patterns of effective human resource management; the effect of globalization; the use of IT;

Analysing the business factors: growth in business; changes in business; labour market competition; labour cost substitution; development of employee; control of labour cost; operations location; work nature changing; productivity increase; efficiency increase; technological impact; competition in business; declination of business;

Determining human resource requirements: personnel prerequisites identification: experiences, skills, qualifications, numbers; personnel matching to organisational prerequisites; basic prerequisite factors: skills, demand and supply of labours, workforce; external factors: policies of governments, education, employment, regional or industrial training; competitions in labour market;

Developing a human resources plan: human resource planning e g. features and requirements; functionalities e g. selection and recruitment, retention, skill development, up-skilling, re-skilling, succession planning; outputs; resource demand; success factors; planning length e g. short, medium and long; costs and benefits of business;

Explaining the purpose of human resource policy: policy purposes; selection and recruitment; diversity and equality; development and training; expenses and benefits; discipline; performance improvement; rewards; pay; health and safety; discipline; information confidentiality; working time; paternity or maternity leave; harassment or bullying; management of change; grievance and dismissal; intellectual property: copyrights, patents; protected disclosure/whistle blowing; alcohol, drugs or smoking;

Analysing the impact of regulatory and legal requirements on human resource policies in an organisation: legislation of employment; rights and responsibilities of employment; *payment related regulatory and legal rights; data protection, conditions and contract terms:* Data Protection Act 1998, National Minimum Wage Act 1998, Equal Pay Act1970, Employment Relations Act 2004, Employment Rights Act 1996, Employment Act 2008, Work and Families Act 2006, Sex Discrimination Act 1995/1997, Race Relations Act 1992, Race Relations Amendment Act 2000, Disability Discrimination Acts 1995 and 2005;

Analysing the impact of ethical requirements on human resource policies in an organisation: ethics in human resource management e g. discrimination, harassment, racism, gender preference, nepotism, favourism; employee satisfaction; compliance and grievance;

Analysing the impact of an organisational strategy, structure and culture on the management of human resources: culture and structure; culture led theoretical models: Schein, Hofstede, Handy; culture of organisation; interrelationships between HRM activities and culture;

Proposing the effective appropriate HR strategy: the requirement for effective human resource strategies; SMART objective target settings (specific, measurable, achievable, realistic, time-based);

Critically monitor effectiveness of human resources management and provide recommendations: importance of monitoring effective human resource management; policies, strategies, operations; HRM contributions; benefits; costs; use of resources; effectiveness; ineffectiveness; information collection on HRM performance; performance indicator development; evaluation of HRM performance indicators; quantitative measurement: person output, productivity, retention of employee, turnover of staff, cost saving; qualitative measurement: stakeholder perspectives, employee attitude surveys, HRM performance benchmarking, service level standards and agreements of HRM; costs and benefits utility analysis; HRM improvement proposals and activities;

Discuss relationship of people development and HRM: planning for people development and human resource management; functionalities: employment, development, retention, skill enhancement, planning of succession; HR resourcing; success criteria; planning of milestones: short, medium or long term; cases study of businesses: benefits, costs, SMART (specific, measurable, achievable, realistic, time-based) target settings;

Explain organisational theory underpinning HRM: organisational structure theories: Handy, Mintzberg, Weber; HRM impacts and structure forms: product based, functional, divisional, geographical; matrix: centralisation, decentralisation;

Discuss the interrelationship of employee relations/HRM practices and the management of change: employee relations e g. concept, features and application; best fit practices; absence; discipline and grievance; consultation and communication; employee engagement; psychological contract; flexible working hours;

Developing the HRM process, recruitment and selections: the requirement of human resources; personnel requirement identification e g. number, experiences, qualifications, set skills; human resource match to organisational demands; factors of human resource development, recruitment and selection e g. person profile, requirement of labour, requirement of skills; external factors of recruitment and selection; demand of labour; labour supply; national level policies as related to human resource e g. education, empl9oyment, training, regional, industrial; competition in labour market;

Developing employee motivational and appraisal strategies: employee motivation e g. features, importance and practices; career progression; rewards; bonus and pay rise; promotion; emotional support; job satisfaction;

Critically analysing role and employee retentions in organisations: employee retention e g. importance and trends; employee turnover; competitive remuneration benefits; stay interview; employee development;

Explore and discuss purpose of leadership in different kinds of organisations: leadership e g. definition, features, characteristics, types, purposes of leadership; direct and indirect leadership; features of managers or leaders; leadership skills; followership; 10 managerial roles of Mintzberg;

Critically compare and contrast leadership and management in an organisational context: the role of leadership in an organisation; interrelationship between strategic management and leadership: operational definition; features of strategic management; aims and objectives; organisational performance development; change communication and implementation; the development and leading of teams with high performance;

Evaluate leadership practices in an organisational contexts: styles of management and leadership: persuasive; autocratic; charismatic; participative; laissez-faire; management and leadership influence on an organisation; style impact on strategic decisions; situation led adaptation of management and leadership styles;

Critically analyse the impact different theories of management and theories of leadership have on development of organisational strategy: management theories and leadership theories identification of different theoreticians e g. Weber, Mintzberg, Conger, Weber, Kanungo, Bass and Bennis, Fiedler, Vroom and Yetton, Hersey and Blanchard, Yukl;

Creating a leadership strategy that supports organisational mission, vision, values and objectives: strategic leadership development; leadership requirement for organisational aspects e g. mission, vision and objectives; strategic development; organisational strategy formulation;

Monitoring and evaluating the leadership strategy: monitoring and evaluation e g. general features, criteria; organisational mission, vision, values and objectives monitoring; monitoring and evaluating strategy formulation;

Bibliography

Core Texts: No key reading text for this unit.

Additional Reading:

Adair, J. (2009). *How to Grow Leaders: The Seven Key Principles of Effective Leadership*

Avery, G. (2004). Understanding Leadership. London: Sage

Bradley, F. (2005). *International Marketing Strategy.* New Jersey, FL: Prentice Hall.

Bratton, J., Grint, K. & Nelson, D. L. (2005). *Organizational Leadership.* New York: Thomson South Western.

Brooks, I. (2009). *Organisational Behaviour: Individuals, Groups, and Organisations.* Harlow: FT Prentice Hall.

Buchanan, D. & Huczynski, A. (2007). *Organisational Behaviour.* Harlow: FT Prentice Hall

Colquitt J, LePine, J. & Wesson, M. (2010). *Organizational Behaviour.* Boston: McGraw-Hill.

Daft, R. (2006). *The Leadership Experience.* New York: Thomson South Western.

Du Brin, A. J. (2007). *Leadership: Research Findings, Practice and Skills.* Boston: Houghton Mifflin.

Gill, R. (2006). *Theory and Practice of Leadership.* London: Sage.

Gold. J., Thorpe, R. & Mumford, A. (2010). *Leadership and Management Development, 5th Edition.* CIPD

Kouzes, J. M. & Posner, B. Z. (2008). *The Leadership Challenge, 4th Edition, New York:* Jossey-Bass. London: CIPD.

Mabey, C. & Finch-Lees, T. (2008). *Management and Leadership Development.* London: Sage.

Martin, J. (2005). *Organizational Behaviour and Management.* London: Thomson Learning.

Mullins, L. J. (2010). *Management and Organisational Behaviour, 9th Edition, Harlow:* Financial

Northouse, P. G. (2007). *Leadership Theory and Practice.* London: Sage

Northouse, P. G. (2009). *Introduction to Leadership, Concepts and Practice.* London: Sage

Robbins, S. and Judge, T. (2009). *Organizational Behaviour.* New Jersey: Person Prentice Hall

Storey, J. (2004). *Leadership in Organisations; Current Issues and Key Trends.* London: Rutledge. Times/Prentice Hall.

UNIT 04: ADVANCED BUSINESS RESEARCH METHODS

Unit Reference Number	H/507/2621
Unit Title	Advanced Business Research Methods
Unit Level	7
Number of Credits	15
Guided Learning Hours (GLH)	150 Hours
Mandatory / Optional	Mandatory
SSAs	15.3 Business Management
Unit Grading Structure	Pass

Unit Aims

To carry out various types of academically based management research through the design of a research proposal. This involves the development of a critical understanding of the philosophical, practical and ethical concepts of research within the context of the business environment.

Learning Outcomes and Assessment Criteria

Learning Outcome - The learner will:	Assessment Criterion - The learner can:	
1. Critically analyse potential business research problems	1.1	Appraise business research problems;
	1.2	Develop appropriate research objectives and justify their choice;
2. Critically review literature on a business research topic.	2.1	Evaluate literature relevant to the research problem and objectives;
	2.2	Critically analyse different theoretical approaches to the research problem;
3. Design business research methodologies.	3.1	Critically evaluate appropriate research methodologies in terms of the research objectives;
	3.2	Design an appropriate methodology in terms of the research objectives;
	3.3	Justify the methodology selected in terms of the research objectives;
4. Develop a research proposal.	4.1	Propose techniques for use with quantitative and qualitative data
	4.2	Create a research question, literature review and methodology
	4.3	Present the proposal using suitable methods;

Assessment

To achieve this unit, learners must achieve the learning outcomes and meet the standards specified by all assessment criteria for the unit.

Learning Outcomes to be met	Assessment criteria covered	Assessment type	Word count (approx. length)
All 1 to 4	All ACs under LO 1 to 4	Coursework	4500 words

Indicative content

Research problem identification: understanding the research context; research problem identification for investigation; research topic identification; the conceptualisation of a research problem; developing insights; feasibility and possibilities; the search for literatures; setting initial components e g. working plan, research goals, time table and management, research process, monitoring, evaluation and revision;

Research problem selection and justification: rationale of the proposed research; appropriateness; reasons for selection of a specific research topic; skills, capacities and knowledge requirement identification; research question and hypothesis formulation; rationale elaboration; essential date setting; review and monitoring process;

Develop appropriate research objectives and justification: background, aims and objectives selection; reasons for these selections; length of the research; skills, capacities and knowledge enhancement e g. literature review, methodology, research type selection, data collection and analysis, drawing a successful conclusion; critical knowledge on appropriate research methods e g. qualitative and quantitative, statistical research tools; research validity, reliability and ethical issues; critical justification of these selections;

Literature review as relevant to the research problem and objectives: definition, features and ways to do literature review; the generic selection of literature; spotting the sources of literature; justification of an appropriate selection of literature;

To compare and contrast different theories and authors: the selection of appropriate theories for the research; conceptualisation of the research phenomenon; including relevant theories and the justification of choices; the strength and credentials of relevant theoretical framework; the understanding and interpretation; developing the theoretical framework;

Critical review of the key literature for inclusion in a research proposal while focusing on concepts and methodologies followed by other: knowledge on acceptability, reliability and validity of literature; the reference style of literature; key literature type selection e g. journals, books, papers, conference papers; source of literature: library searches, internet, both online and offline publication media;

Research methodologies and relationship with research objectives: advanced knowledge on research methodologies; action research; intervention research; non-intervention research;

Design and choose an appropriate methodology in terms of the research objectives: designing a research using the most appropriate method; research question or hypothesis test; reliability and validity test; ethical issues consideration; quantitative methodology; questionnaire design and distribution; conducting interviews; surveys; qualitative methodology; interviews; observation; case studies;

Justify the methodology selected in terms of the research objectives: critical knowledge on questions on the questionnaire, interviewee selection, data verification, bias, time and place selection, interview recording; justification of using any selected research tool;

Evaluate and use techniques for use with quantitative and qualitative data: types of data presentation and analysis; qualitative data analysis e g. techniques of categorisation and coding; transcripts interpretation, data analysis process, data analysis, data presentation, the use of information technologies, quantitative data analysis e g. value analysis, coding, data analysis manually and electronically;

Record findings on a research question, literature review and methodology in an agreed format: the preparation of a questionnaire e g. layout, contents, design, question selection, number of questions, data recording, data interpretation and analysis;

Present the findings using suitable methods: research data finding presentation; the use of IT; visual and audio tools use; time management;

Critically discuss the findings in light of research objectives and literature: maintenance of coherence throughout the entire research project; effective interrelationship between aims, objectives, methodologies, findings and conclusion; critical soundness of using each of the selected tools

Summarise the findings using suitable methods: the use of suitable data analysis method and software; specific emphasis on each separated research methodology;

Writing a research report for professional audience: writing a research report for professional audiences; following a criteria sequence as rationale of the research, formatting, editing, critical analysis, discussions of evidences and finings, considerable presentation for professional audiences through public relations;

Conclude your findings and offer recommendations: effective interrelationship between initial planning, aims and objectives setting, the identification of research problems, focus of the research, findings, evidence of appropriateness, limitations, suggestions and future implications;

Address ethical issues, limitations of learner's research and scope for future research: the avoidance of sensitive issues throughout the entire research; limitation and barrier identification and making working plans to overcome; guiding areas of future research.

Bibliography

Core texts:

Cameron, S. (2005). *The MBA Handbook.* Harlow: Prentice Hall.

Saunders, M., Lewis, P. & Thornnhill, A. (2009). *Research Methods for Business Learners*. Harlow: Prentice Hall.

Additional Reading:

Anderson, V. (2009). *Research Methods in Human Resource Management.* London: Chartered Institute of Personnel and Development.

Binsardi, A. (2008). *Research Methods for Management.* Cambridge: International Academic Press.

Booth, A., Papaioannou, D. & Sutton, A. (2012). *Systematic Approaches to a Successful Literature Review*. London: Sage Publications.

Bryman, A. & Bell, E. (2011). *Business Research Methods.* New York: Oxford University Press.

Burns, R. P. & Burns, R. (2008). *Business Research Methods & Statistics Using SPSS*. London: Sage Publications.

Cooper, D. R. & Schindler, P. S. (2006). *Business Research Methods*. Boston: McGraw Hill.

Deniels, P. & Becker, L. (2012*). Developing Research Proposals*. London: Sage Publications.

Denscombe, M. (2007). *The Good Research Guide.* Maidenhead: Open University Press.

Easterby-Smith, M., Thorpe, R. & Jackson, P. (2012). *Management Research*. London: Sage Publications.

Field, A. (2009). *Discovering Statistics Using SPSS*. London: Sage Publications.

Fink, A. (2009). *Conducting Research Literature Reviews*. London: Sage Publications.

Fisher, M. (2004). *Researching and Writing a Dissertation for Business Learners*. Harlow: Prentice Hall.

Flick, U. (2011). *Your Research Project*. London: Sage Publications.

Gill, J. & Johnson, P. (2010). *Research Methods for Managers*. London: Sage Publications.

Gill, J. & Johnson, P. (2010). *Research methods form managers. London:* Sage Publications.

Jankowicz, A. D. (2005). *Business Research Projects*. London: Thomson Learning.

Jesson, J. K., Matheson, L. & Lacey, F. M. (2011). *Doing Your Literature Review*. London: Sage Publications.

Keleman, M. L. & Rumens, N. (2008). *An Introduction to Critical Management Research*. London: Sage Publications.

Lock, D. (2007). *Project Management.* Kent: Gower Publications.

Malhatra, N. K. (2007). *Marketing Research: An Applied Orientation*. New Jersey: Pearson.

Marshall, L. (1998). *A Guide to Learning Independently.* New York: Longman.

McNiff, J. & Whitehead, J. (2009). *Doing and Writing Action Research*. London: Sage Publications.

Moutinho, L. & Hutcheson, G. D. (2011). *The Sage Dictionary of Quantitative Management Research*. London: Sage Publications.

Murray, R. (2006). *How to Write a Thesis*. Maidenhead: Open University Press.

Robson, C. (2002). *Real World Research*. Hampshire: John Wiley and Sons.

Saunders, M., Lewis, P. & Thornhill, A. (2009). *Research Methods for Business Learners*. Harlow: Financial Times/Prentice Hall.

Thomas, R. & Lynn, P. (2009). *Survey Research in Practice*. London: Sage Publications.

Journals/newspapers:

- Journal of Mixed Methods Research;
- Journal of Advances in Management Research;
- Management Research Review;
- Organizational Research Methods;
- Qualitative Inquiry;
- Qualitative Research;
- Qualitative Research in Organizations and Management: An International Journal.

Websites:

http://managementhelp.org
http://www.referenceforbusiness.com

UNIT 05: STRATEGIC FINANCIAL MANAGEMENT

Unit Reference Number	H/507/2618
Unit Title	Strategic Financial Management
Unit Level	7
Number of Credits	15
Guided Learning Hours (GLH)	150 Hours
Mandatory / Optional	Mandatory
SSAs	15.3 Business Management
Unit Grading Structure	Pass

Unit Aims

This unit provides the learner with the skills to apply financial principles relevant to management in an organisational context. The unit aims to analyse with concepts, principles, analytical techniques and theories/models of management accounting; to make learners able to learn, evaluate and apply existing strategic financial and managerial accounting.

Learning Outcomes and Assessment Criteria

Learning Outcome - The learner will:	Assessment	Criterion - The learner can:
1. Apply the tools and techniques of cost accounting	1.1	Critically analyse the concepts, features and importance of costs and accounting in making decisions in an organisation;
	1.2	Apply tools of costing design and costing systems to an organisation;
	1.3	Recommend improvements to the costing and pricing systems of an organisation.
2. Critically analyse the financial performance of businesses	2.1	Critically analyse financial statements to assess the financial position of an organisation;
	2.2	Evaluate financial statements using financial ratios for improved information in decision making in an organisation;
	2.3	Propose managerial recommendations on the strategic portfolio of an organisation based on financial analysis.
3. Evaluate the budgetary processes of organisations	3.1	Evaluate budgetary targets for an organisation
	3.2	Develop a master budget for an organisation;
	3.3	Critically evaluate budget and budgetary processes in an organisation;
4. Critically analyse long term and short term sources of funding	4.1	Assess the need for short term working capital and long term funds for an organisation;
	4.2	Appraise appropriate sources of short term and funds for an organisation;
	4.3	Justify choices of sources of funds using a range of criteria related to cost and risk.
5. Critically appraise investment options.	5.1	Apply financial appraisal methods to analyse competing investment projects in different kinds of organisations;
	5.2	Justify strategic investment decision for an organisation using relevant financial information;
	5.3	Critically analyse strategic investment decisions using information.

Assessment

To achieve this unit, learners must achieve the learning outcomes and meet the standards specified by all assessment criteria for the unit.

Learning Outcomes to be met	Assessment criteria covered	Assessment type	Word count (approx. length)
All 1 to 5	All ACs under LO 1 to 5	Coursework	4500 words

Indicative content

Introduction to financial and managerial accounting its purposes and financial strategy formulation;

Cost systems: Cost classifications in terms of object; function, product/service and behaviour; opportunity cost, recording and analysing costs; job costing; batch costing; process costing; contract costing; standard costing; variance calculations; variance analysis and management by exception.

Costing methods: absorption, marginal costing, activity-based costing (ABC); use in calculating costs and pricing policy and their relationship to cost controls and pricing.

Cost control of systems: cost centre; profit centres; investment centres; accountable management; planning and control methods.

Financial statements: estimates and assumptions relating to the profit and loss account; balance sheet and cash flow statement.

Financial ratios analysis, interpretation, decisions and limitations: employment of financial ratios internally and externally; financial profiles of organisations; calculation of key ratios reflecting business liquidity; efficiency and profitability.

Budgets: types; flexible and fixed budgets; zero-based budgeting, budgeting process from subsidiary/functional to master budget; relationship of budget to cost and quality control, resource utilisation and profitability.

Budgets monitoring and evaluations: budgeted and actual figures, accounting for and investigating different kind of variances in budgetary controls; corrective action; human behavioural issues relating to budgeting.

Sources of financial resources; types of funds: short term and long terms, sourcing funds internally and externally; venture capitalists, leverages; risk ,cost and control issues with types of funding; techniques of selecting appropriate sources of funds for different projects – comparison of costs, risk and controls.

Managing working capitals and appraisal of investment options: capital and revenue expenditure, risk, cost and controls; cash flow statements; time value of money; different methods of project appraisal like: accounting rate of return; payback period and cash flows; discounted cash flow – net present value and internal rate of return; and allowance for inflation in money and real rates of discount, taxation and project appraisal.

Impacts of information and communication technology; global financial management; using excel sheets in financial analysis, MIS and financial resource plaining and control.

Bibliography

Core texts:

Atrill, P. & McLaney, E. (2006). *Accounting & Finance for Non-specialists, (5th edition),* Harlow: FT Prentice Hall.

Chaffey, D., Bocij, P., Greasley, A. & Hickie, S. (2006). *Business information systems: technology, development and management for the e-business, (3rd edition),* Harlow: Financial Times Prentice Hall/Pearson Education.

Additional Reading:

Atrill, P. (2011). Financial management for decision makers. Harlow: FT Prentice Hall.

Atrill, P. & McLaney, E. (2006). Management accounting for decision makers. Harlow: Prentice Hall.

Berk, J. & DeMarzo, P. (2007). Corporate finance. London: Pearson.

Brealey, R., Myers, S. & Marcus, A. (2007). Fundamentals of corporate finance. New York: McGraw Hill Irwin.

Cox, D. & Fardon, M. (1997). Management of Finance. London: Osborne Books.

Dyson, J. R. (2004). Accounting for non-accounting learners, (6th Edition), Harlow: FT Prentice Hall.

Drury, C. (2009). Management accounting for business, (4th Edition), London: Cengage Learning EMEA.

Lumby, S. & Jones, C. (2000). The fundamentals of investment appraisal, London: Thomson Learning.

Laudon, K. & Laudon J. (2007). Management information systems – managing the digital firm, (10th edition), Harlow: Prentice Hall.

Monden, Y. (1995). Cost reduction systems: target costing and Kaizen costing, New York: Productivity Press.

Marsh, C. (2009). Mastering financial management, Harlow: FT Prentice Hall.

Van Horne, J. & Wachewicz, J. (2009). Fundamentals of financial management. Harlow: FT Prentice Hall

White, G. I., Sondhi, A. C. & Fried, D. (2003). The analysis and use of financial statements, (3rd Edition), Hampshire: John Wiley and Sons.

Other Indicative Reading:

Peer reviewed academic journals as Financial Management, Journal of International Financial Management & Accounting, International Journal of Financial Management and related.
Online resources, corporate industry reports, the Institute of Certified Financial Managers publications and relevant.

Journals/newspapers:

- The Financial Times;
- Management Accounting Quarterly;
- Financial Management;
- International Journal of Financial Management;
- Journal of International Financial Management & Accounting;
- Management Today;
- Strategic Finance;

Websites:

Most of the professional accounting bodies in the UK have their own websites (CIMA, ICA, CIPFA, AAT);

www.aat.co.uk Association of Accounting Technicians;
www.cimaglobal.com Chartered Institute of Management Accountants;
www.cipfa.org.uk Chartered Institute of Public Finance and Accountancy;
www.companies-house.gov.uk Companies House.

UNIT 06: SUPPLY CHAIN AND OPERATIONS MANAGEMENT

Unit Reference Number	K/507/2622
Unit Title	Supply Chain and Operations Management
Unit Level	7
Number of Credits	15
Guided Learning Hours (GLH)	150 Hours
Mandatory / Optional	Optional
SSAs	15.3 Business Management
Unit Grading Structure	Pass

Unit Aims

To provide knowledge and understanding of concepts, factors and process of effective supply chain and operations management in competitive marketplaces and to allow learners learn through teaching techniques that are mostly interactive and innovative with case studies, real world scenario and industry led experiences. They will learn concepts and models covering the fundamentals and strategic aspects that enable learners to develop an understanding of operational processes, techniques, planning and control systems.

Learning Outcomes and Assessment Criteria

Learning Outcome - The learner will:	Assessment Criterion - The learner can:	
1. To critically discuss relationship between supply chain management, operations management and organisational business objectives.	1.1	Critically explain the significance of effective supply chain and operational management in achieving organisational objectives;
	1.2	To explain the relationship of supply chain management to other business functions in an organisation;
	1.3	Critically Discuss the key success factors that aid in developing an integrated supply chain strategy in an organisation.
2. Critically analyse the role of technology in supplier relationships	2.1	Critically evaluate factors and strategies that drive organisations to maintain supplier relationships;
	2.2	Analyse the use of information technology to create strategies to develop effective supplier relationships;
	2.3	Propose supplier relations systems to maintain relationships with suppliers.
3. Critically analyse the importance of logistics and procurement in supply chain management.	3.1	Critically explain the importance and use of logistics in supply chain management in an organisation;
	3.2	Evaluate the effectiveness of procurement strategies and procedures in an organisation;
	3.3	Critically analyse various factors that that can be used in improving logistics and procurement strategies and procedures in an organisation.
4. Develop a systematic order of procurement and inventory control.	4.1	Design effective and economic order quantity for procurements at an organisations;
	4.2	Critically evaluate the role of principles of LIFO and FIFO in inventory control;
	4.3	Evaluate the just in time systems of managing inventory.
5. Develop a strategy to improve an organisation's supply chain.	5.1	Analyse factors involved in developing a strategy to improve an organisation's supply chain;
	5.2	Plan various options of supply chain strategies to improve an organisation's supply chain;
	5.3	Justify the choice of supply chain strategy by assessing the strategy for its suitability, feasibility, acceptability and benefit in improving overall performance in an organisation.

Assessment

To achieve this unit, learners must achieve the learning outcomes and meet the standards specified by all assessment criteria for the unit.

Learning Outcomes to be met	Assessment criteria covered	Assessment type	Word count (approx. length)
All 1 to 5	All ACs under LO 1 to 5	Coursework	4500 words

Indicative content

Supply chain and operations management: definition, aims, objectives, features; importance of effective supply chain management; the relationship of supply chain management with different areas of an organisation e g. operations, management, administration, procurement; factors of successful supply chain management; basic concepts as of supply chain and operational management e g. value chains;

Supply chain and operations management relationship types: basic and critical understanding of relationship between supply chain and operations management types; alliances e g. strategic, adversarial, collaborative, developmental; business relationship e g. supplier, business to

business, business to consumer; networks e g. personal, business; organisational; association e g. supplier association; supplier development; intermediation and disintermediation; *Key success factors that support to develop an integrated supply chain strategy in an organisation:* success factors identification and critical analysis; cost reductions and customer service; demand fulfilment; time compression; total ownership cost reduction; basic facilitators for effective supply chain management e g. inventory, facilities, information, transportation, pricing, sourcing, technology, customer services;

Critically evaluate factors and strategies that drives organisation to maintain supplier relationships: the conceptual understanding of information technology and supply chain and operation management; the impact of globalization; factors to adopt information technology; the impact of IT on supplier relationship;

Analyse and use information technology to create strategies to develop effective supplier relationships: the use of extranets, intranets, internets and virtual private networks to manage order processing, supply chain integration, tracking system and a comprehensive data interchange system on the web; supply and operational management information exchange; dependencies on digital platforms.

To propose and develop supplier relations systems to maintain relationships with suppliers: contribution to business objectives information technology in supply and demand management system; push and pull models; enterprise resource planning; efficient consumer response; vendor managed inventory; global supply chain and operations management;

Critical explanation of the importance and use of logistics in supply chain management in an organisation: logistics e g. features in a changed global business organisational context; interrelationships with supply and operational chain management; logistics planning; control and functioning of product movement and storage; raw materials management; operational activities and marketing; product supply and information circulation; aspects covering product supply and use;

Evaluation of effectiveness of procurement strategies and procedures in an organisation: the key aspects of procurement; the selection of suppliers; policies of procurement; optimal procurement; quality; reliability;

Critical analysis and discussion of factors to improve logistics and procurement strategies: factors of logistics and procurement strategy improvement; the role of external factors; internal factors as related to logistics and procurement; the role of stakeholders and beneficiaries; the development of logistics and procurement strategies;

Discussing design effective and economic order quantity for procurements at an organisations: definition, aims, objectives, features and importance of procurement control; procurement control strategies; factors of procurement control;

Critical evaluation of the role of principles LIFO and FIFO in inventory control: inventory management; shipment; lead time reduction; lean organisational control; online business communities; information sharing; online inventory management; LIFO (First-in-first-out), FIFO (Last-in first-out) and AVCO (Average cost or weighted cost) e g. definition, characteristics, capacities; effectiveness in changed global environments; roles in managing inflation, taxation and cost flow;

Evaluation of the system just in time systems of managing inventory: Just in Time (JIT) qualifications e g. definition, features, capacities, tools and procedures; transaction cost reduction; purchasing capacities improvements; purchase scheduling; order processing; tracking;

Analysing factors and contextual environment of supply chain: strategic implementation of stock holding reduction strategies; waste reduction strategy implementation; labour cost reduction strategies; manufacturing facilities improvement; on time supply; customer service improvement; factors related to supply chain e g. marketing, financial, sales, manufacturing, human resources; operational;

Planning and developing various options of supply chain strategies to improve an organisation's supply chain: planning of effective SCM; managerial skill enhancements; the importance of effective planning and management; material management; logistics management; physical distribution management; upstream and downstream supply chain management;

Justifying the choice of supply chain strategy: supply chain choice strategies; the assessment of strategies; strategic suitability; strategic feasibility; acceptability of strategies; supply chain performance improvement in an organisation;

Developing metrics to monitor effectiveness and efficiency of a supply chain strategy: critical knowledge on supply chain strategy monitoring metrics; operational understandings; metrics or measurements of supply chain e g. Cycle Time, Inventory Turns, Fill Rate and DPMO; successful application of these metrics in production, procurement, inventory, distribution, customer service, warehousing, transportation;

Plans to overcome barriers of supplying chain improvement strategy: strategic supply chain improvement barrier identification; problems of cash flow; lack of efficiencies in inventory management; distribution network inappropriateness; distribution strategy ineffectiveness; logistical activity trade-offs e g. reducing transportation costs, inventory holding cost reduction; ineffective supply chain information sharing;

Propose a resource and time plan: problem identification for SCM strategy implementation; strategic resource allocation plan; strategic time management plan; understanding the development areas of an organisation; comprehensive strategic management plan implementation for SCM covering areas as production management, distribution management, channel management, inventory management, customer service management, financial management, payment management, supplier management, and transportation management

Bibliography

Core texts:

Hugos, M. H. (2011). *Essentials of Supply Chain Management*. Chichester: Wiley.

Myerson, M. (2012). *Lean Supply Chain and Logistics Management*. New York: McGraw- Hill Books.

Additional Reading:

Bowersox, D., Closs, D. & Cooper, M. B. (2002). *Supply Chain Logistics Managemen*t. New York: McGraw Hill Books.

Chaffey, D. (2009). *E-business and e-commerce management: Strategy, implementation and practice.* Harlow: Financial Times/Prentice.

Chopra, S. & Meindl, P. (2004). *Supply Chain Management, Strategy, Planning and Operation.* Harlow: Pearson Education Limited.

Christopher, M. (2013). *Logistics and Supply Chain Management.* Oxford: Butterworth Heinemman.

Mahadeva, B. (2010). *Operations Management: Theory and Practice.* New Delhi: Dorling Kindersley (pvt.) Limited.

Sheffi, Y. (2005). *The Resilient Enterprise: Overcoming Vulnerability for Competitive Advantage.* Cambridge, MT: MIT Press.

Stadtler, H. & Kilger, C. (2008). *Supply chain management and advanced planning: Concepts, models, software and case studies*. Hamburg: Springer.

Turban, T., Lee, J. K., King, D., Liang, T. P. & Turban, D. (2010). *Electronic Commerce 2010: A Managerial Perspective, 6th Edition*. New York: Pearson Education.

Journals/newspapers:

- The Financial Times very often publishes articles and news on supply and operations management;
- European Journal of Purchasing and Supply Management;
- Journal of Operations Management;
- Supply Chain Management: An International Journal;

Websites:

www.cips.org Chartered Institute of Purchasing and Supply;
www.iwvaluechain.com Industry Week's The Value Chain;
www.som.cranfield.ac.uk the Cranfield Centre for Logistics and Supply Chain Management (CLSCM);
www.logistics.about.com/mbody News about logistics and the supply chain;
www.supplymanagement.com details of industry focused supply chain news and updates.

UNIT 07: ENTERPRISE AND ENTREPRENEURSHIP

Unit Reference Number	M/507/2623
Unit Title	Enterprise and Entrepreneurship
Unit Level	7
Number of Credits	15
Guided Learning Hours (GLH)	150 Hours
Mandatory / Optional	Optional
SSAs	15.3 Business Management
Unit Grading Structure	Pass

Unit Aims

This unit aims to outline the basics of business processes and strategies related to enterprise and entrepreneurship; to develop knowledge in enterprise and entrepreneurship in global contexts. Also, the unit helps to develop learners' awareness, academic soundness and practical skills surrounding the process of entrepreneurship and enterprise.

Learning Outcomes and Assessment Criteria

Learning Outcome - The learner will:		Assessment Criterion - The learner can:
1. Critically analyse the concepts and process of entrepreneurship.	1.1	Critically analyse the nature, characteristics and challenges of establishing different kind of enterprise;
	1.2	Critically evaluate own entrepreneurial skills and attributes;
	1.3	Evaluate what makes a successful commercial or social entrepreneur;
2. Evaluate innovative and entrepreneurial management processes for a project or organisation.	2.1	Evaluate methods for encouraging creativity and innovation in organisations
	2.2	Analyse identify potential creative and innovative management ideas;
	2.3	Critically discuss how to lead others to positively embrace innovation and change;
3. Critically assess proposals developed from new ideas.	3.1	Analyse business ideas;
	3.2	Analyse production, and marketing feasibility of new business ideas
	3.3	Produce business planning forecasts using financial techniques;
4. Be able to develop a business plan	4.1	Develop a business plan for a new business
	4.2	Develop a marketing plan for a new business;
	4.3	Develop a control and monitoring mechanism for the business plan.

Assessment

To achieve this unit, learners must achieve the learning outcomes and meet the standards specified by all assessment criteria for the unit.

Learning Outcomes to be met	Assessment criteria covered	Assessment type	Word count (approx. length)
All 1 to 4	All ACs under LO 1 to 4	Coursework	4500 words

Indicative content

Nature, characteristics and challenges of entrepreneurship: establishing different kind of enterprise; business skills and attributes; skills envisaged for new ideas: e g. paperwork, sales, marketing, finance, production, purchasing; business law; obtaining supplies; maintaining equipment; monitoring quality; getting publicity; writing promotional materials; strategic thinking; communication; dealing with stakeholders; negotiation; decision making; problem solving; delegation; to support creative and innovative and entrepreneur management processes for a project or organisation; key factors of a successful commercial or social entrepreneur.

Types of innovation: product development; market development; business model innovations; increasing efficiency and developing cost advantage, e g. outsourcing, changing production methods, remodelling the supply chain, electronic ordering and invoicing; improving processes; taking calculated risks; having a positive attitude; being motivated and dedicated; flexibility and adaptability; intuitiveness; the drive to succeed and grow; openness to change; having the vision and capacity to inspire;

Selection and development of ideas: ideas – value chain; inside/outside; cross-pollination; selection; development; diffusion; role of incubation; need to be systematic; adopting appropriate style for different circumstances; influencing and motivating others – methods of rewarding staff for appropriate behaviours; effecting change management; influence of vision and mission; concept that policies and procedures are supported by a culture that reinforces consistently what the organisation is about;

Tools for creative and innovative solutions: theory and application of lateral thinking; visioning and problem-solving techniques; theory and use of analytical tools –sources of business ideas; PESTLE (political, economic, social, technological, legal, environmental) analysis; cost-benefit analysis; decision-making processes and styles;

Risks: risk analysis; risk management techniques;

Sources of business ideas: process of idea development; Stage Gate Model; methods: e g. theoretical models, e g. Graham Wallas (1926) Preparation (definition of issue, observation, and study); incubation (laying the issue aside for a time); illumination (the moment when a new idea finally emerges); verification (checking it out); Anderson and West's four factor theory of group climate for innovation: vision, participative safety, task orientation and support for innovation; cultivating own imagination and curiosity; use of mind-maps; problem-solving exercises; overcoming barriers to creativity; the journalistic six (asking who, why, what, where, when, how);

Common elements in theoretical models: preparation including use of observation; imagination and curiosity creating store of concepts; analysis of problem; generation of ideas through seeking links between concepts; harvesting of ideas; enhancing and evaluating of ideas;

Market research: types of research as primary, secondary;

Purposes for micro start-up business: reduce risks; convince sponsors; make first link with potential customers; use of tools to analyse production, and marketing feasibility of the new business idea business planning forecasts using financial techniques; cash flows; use different methods of evaluations of projects (accounting and time value of money based);

The nature and purpose of intellectual property rights; patents; copy rights; trademarks; trade secrets; product vs. process patents;

The eight categories of copyright works and the distinction between authorial and entrepreneurial works; and moral rights; infringement of copyright: the need for copying; primary and secondary infringing acts.

The basic requirements of EU law in relation to the registration of trademarks; registerable marks; absolute and relative grounds of refusal/objection; the requirement for a mark to be used or intended to be used on particular goods or services and the significance of the description of goods or services on the register.

The requirements for an invention to be patented: patentable subject-matter; industrial applicability; novelty and inventive step;

An overview of patent application procedure including: the contents of a patent and the legal requirements for the specification and claims; the role of qualified patent agents in drafting patent specifications; and the options for obtaining patent protection nationally throughout Europe and worldwide;

Elements of a business plan: mission, vision, objectives and type of company; organization charts; sources of funds; brief feasibilities (market, competition, business, financial, production & technical, HR) and resource needs; legal business formats for small business: e g. sole trader, partnership, private limited company, social enterprise formats, partnership; private limited company, social enterprise formats;

Business plan headings: executive summary; vision; purpose; summary of proposition;

Outline of rewards; management: goals, risks to business, skills requirements, legal structure, professional advisors;

Summary of finance: profit and loss forecast; cash-flow forecast; break-even analysis;

Funding required: purpose; timing of requirements; preferred sources;

Summary of markets and competition: local business environment; market research; marketing; promotion;

Production or service supply: supplies of materials; accommodation; equipment;

Market segmentation: definition; purpose; methods of segmenting a market e g. demographic, lifestyle, geographic for consumer markets, size, industry for business markets;

Customer needs research: size of market; prices customers are prepared to pay; who customers are; customers' current and future requirements;

Competitors research: who they are; why they are successful; why some are unsuccessful;

Marketing plan: market definition; proposed target market segments; demand for product/service; competition; other external influences e g. trends, legislation; marketing mix; market research; method; scale; findings; conclusions; sales forecasts; promotion methods to be used; coordination with rest of marketing mix; image to be developed; costs; schedule for proposed promotion campaign;

Marketing tactics: marketing mix e g. product or service, place or distribution, price, promotion; importance of designing marketing mix to meet customers' needs;

Sales plan: different ways to sell products or services; different selling methods and how these will affect sales; how many sales of a product or service can be made; how, where and when sales can be made;

Control and monitoring mechanism for the business plan: schedules and Gant Charts; organising for resources and procedures; key success factors and metrics; balance;

Investor's needs from potential investment opportunity: compelling idea; skills, experience and knowledge; trust; business acumen; able to work with; robust assessment of risks; good potential return on investment;

Investment Planning stage of the pitch: gather supporting evidence; identify and overcome risks; determine amount of finance needed; assess return on investment (ROI); design presentation of business and financial plan; select and become familiar with venue for meeting;

Structure of presentation: introductions; outline of idea; main points in logical order; questions; courteous close;

Visual aids: presentation software; handouts;selection of key parts of plan; use of graphics;

Presentation skills: personal presentation to portray desired image as dress, professional manner; importance of appearing to be confident; importance of honesty; importance of being fluent about content of pitch; importance of practising presentation; importance of portraying energy, enthusiasm and commitment;

Negotiation: identification of expected questions; robustness of evidence of market; own skills and expertise; security of supply; assumptions behind sales forecasts and return on investment calculations; capacity to meet high demand etc; techniques for handling challenging questions; having a bottom line for level of sponsorship.

Bibliography

Core Texts:

Burns, P. (2007). *Entrepreneurship and Small Business*. Hampshire: Palgrave.

Barrow, P. (2008). *The best-laid business plans*. London: Virgin.

Bently, L. (2008). *Intellectual property law*. Oxford: Oxford University Press.

Ford, B. R., Bornstein, J. M., Pruitt, P. T., & Young, E. (2010). *The Ernst & Young business plan guide.* Chichester: John Wiley & Sons.

Green, J. (2005). *Starting your own business*. New York: How To Books.

Jones, P. (2007). Tycoon. Montessori, M: Hodder and Stoughton.

Mair, J. (2006). *Social entrepreneurship*. Hampshire: Palgrave Macmillan.

Mawson, A. (2008). *The social entrepreneur, making communities work*. London: Atlantic Books.

Rae, D. (2007). *Entrepreneurship: From opportunity to action*. Hampshire: Palgrave Macmillan

Reuvid, J. (2006). *Start-up and run your own business*. London: Kogan Page.

Robinson, K. (2005). *The element: How finding passion changes everything*. London: Penguin.

Stokes, D. & Wilson, N. (2006). *Small business management and entrepreneurship*. London: Thomson.

World Intellectual Property Organization (WIPO). (2012). *The enforcement of intellectual property rights- A case book*. Rertrieved from:
http://www.wipo.int/edocs/pubdocs/en/intproperty/791/wipo_pub_791.pdf

Additional Reading:

Barringer, B. R & Ireland, D. (2009). *Entrepreneurship: Successfully launching new ventures.* Boston: Pearson Education.

Alinsky, S. D. (1999). *Rules for radicals*. Westminster: Random House.

Burgh, B. (2007). *The go-giver*. New York: Portfolio Hardcover.

Claxton, G. (2000). *Hare brain, tortoise mind: How intelligence increases when you think less*. London: Ecco.

Gittomer, J. (2003). *The sales Bible: The ultimate sales resource*. Hoboken, N.J.: John Wiley & Sons.

Gladwell, M. (2002). *The tipping point: How little things can make a big difference*. London: Back Bay Books.

Godin, S. (2005). *Purple Cow*. London: Penguin.

Godin, S. (2008). *Tribes.* London: Paitkus Books.

Kirby, D. (2002). *Entrepreneurship.* Maidenhead: McGraw-Hill Higher Education.

Mawson, A. (2008). *The social entrepreneur: Making communities work*. London: Atlantic Books.

Semler, R. (2001). *Maverick!: The success story behind the world's most unusual workplace*. Harlow: Random House Business Books.

Vaynerchuck, G. (2009). *Crush it!: Why now is the time to cash in on your passion.* New York: Harper Studio.

Weinber, T. (2009). *The new community rules: Marketing on the social web.* Farnham: O'Reilly Media.

West, C. (2008). *Think like an entrepreneur, your psychological toolkit of success*. Harlow: Prentice Hall.

Journals/newspapers:

- Journal of Social Entrepreneurship;
- International Journal of Social Entrepreneurship and Innovation;
- Journal of Innovation and Entrepreneurship;
- Journal of Entrepreneurship;

Websites:

http://www.epo.org/index.html
www.businessballs.com
www.businesslink.co.uk
www.directedcreativity.com
www.enchantedmind.com
www.hypohoist.co.uk
www.orkneyrose.com/about
www.sfedi.co.uk
www.socialenterprise.org.uk

UNIT 08: BUSINESS LAW, ETHICS AND CORPORATE SOCIAL RESPONSIBILITY

Unit Reference Number	T/507/2624
Unit Title	Business law, Ethics and Corporate Social Responsibility
Unit Level	7
Number of Credits	15
Guided Learning Hours (GLH)	150 Hours
Mandatory / Optional	Optional
SSAs	15.3 Business Management
Unit Grading Structure	Pass

Unit Aims

This unit provides the learners with an understanding of the effect of legislation, ethics, and global integration on decisions, corporate governance, policies, processes and activities undertaken by organisations. Global integration demands wider understanding and ensures good corporate governance, corporate governance is concerned with the arrangements for the management of an organisation and the regulation of the relationships between the organisation's different stakeholders. Organisations have to be concerned with the legal, regulatory, ethical, moral, cultural and environmental dimensions of their activities and the effects that these activities have on others where, aim of this unit is also to offer the learners' thorough knowledge on all of these aspects.

Learning Outcomes and Assessment Criteria

Learning Outcome - The learner will:	Assessment Criterion - The learner can:	
1. Critically discuss the impacts of global integration on organisations.	1.1	Explain the effects of globalisation on national economies using Global PESTEL analysis;
	1.2	Evaluate the role of the EU on business organisations;
	1.3	Explain the role and responsibility of international institutions on the organisational practices.
2. Critically discuss the socio-cultural, ethical and moral issues that affect organisations in the current economic environment.	2.1	Critically analyse various socio-cultural, ethical and moral issues that affect organisations in the current economic environment;
	2.2	Critically discuss the responsibilities of organisations to improving workforce welfare;
	2.3	Compare and contrast organisational approaches to ensuring positive policies of ethics and maintaining workforce diversity.
3. Analyse the role of corporate governance in organisations.	3.1	Discuss the significance of responsible corporate governance in organisations;
	3.2	Critically analyse the regulatory requirements that shape corporate governance;
	3.3	Critically evaluate the impact of regulatory requirements on corporate stakeholders' interests in an organisation.
4. Critically discuss Consumer Protection laws.	4.1	Analyse the significance of consumer protection laws in a country;
	4.2	Interpret appropriate consumer protections laws and explain the actions that need to be taken by organisations to protect consumer's interests;
	4.3	Discuss the measures that exist in an organisation to protect consumers' interests.
5. Critically analyse regulations related to trading online.	5.1	Analyse the significance of legislation related to trading online;
	5.2	Explain the actions that need to be taken by organisations to achieve the aims of the legislation;
	5.3	Develop a business policy for trading online by using appropriate legislation related to trading online.

Assessment

To achieve this unit, learners must achieve the learning outcomes and meet the standards specified by all assessment criteria for the unit.

Learning Outcomes to be met	Assessment criteria covered	Assessment type	Word count (approx. length)
All 1 to 5	All ACs under LO 1 to 5	Coursework	4500 words

Indicative content

International business environment – PESTLE (political, economic, social, technical, legal, environmental) analysis; market size; economies of scale;

Multinational corporations: transnational corporations; international institutions – World Trade Organization (WTO), World Bank, International Monetary Fund (IMF), Organisation for Economic Co-operation and Development (OECD), the Group of Twenty (G-20);

Global financial stability: capital investment; emerging economies (tiger economies, BRIC economies); European Union (EU); corporate values; corporate social responsibility; fair trade; transfer pricing;

outsourcing; developing world production; human rights; child labour; intellectual property (copyrights, trademarks, patents); corruption; pariah states; piracy; counterfeiting; hegemony; cultural imperialism; cultural factors.

Social, cultural, ethical and moral issues: equal opportunities, diversity; disability; discrimination; racism; harassment; bullying; whistleblowing; privacy; confidentiality (up-to-date legislation covering these issues must be used); workforce profiling; dignity in the workplace; multi-culturalism, stereotyping; labelling; prejudice, glass ceilings; human rights; Citizen's Charter, moral imperatives; value rigidity; empowerment; management styles; work-life balance; childcare provision; professional development; employee participation; ethical standards in business activities (finance, human resources, marketing, dealing with stakeholders); affirmative action; codes of practice; organisational policies; staff training.

Corporate governance: nature, purposes (direction, oversight, accountability); board responsibilities; transparency; disclosure; objectivity; integrity; ethical behaviour; organisational culture; stakeholders' interests; principal/agent; governance controls (internal, external); best governance practice

Regulatory requirements: Cadbury report; Rutteman guidance; Greenbury report; Hampel report; Turnbull report; Higgs report; Smith report; Companies Acts (2004, 2006); the 8th Company Law Directive of the European Union (2006), Sarbanes Oxley Act (2002, US) – impact on domestic business; UK;

Corporate Governance Code: stock exchange listing requirements; incorporation of legal and regulatory requirements into organisational policies, practice and procedures.

Environmental laws, issues: ecological and anthropocentric world views; climate change e g. Kyoto Protocol, Rio Earth Summit; carbon emissions; biodiversity; environmental degradation; conservation; overpopulation; genetic engineering; resource use; resource depletion; waste; pollution; externalities, public goods, free goods; green accounting; balanced mandatory cards; corporate responsibilities; health and safety at work; accident prevention; employment contract; employer's duty of care; occupational health

Environmental legislation: EU legislation; UK legislation; environmental protection (air, environmental permitting, land, waste, water, chemicals); noise and nuisance; climate change; energy conservation (the most up-to-date legislation covering these issues must be used)

Consumer protection in the United Kingdom: Consumer Credit Act 1974; Unfair Contract Terms Act 1977; Sale of Goods Act 1979; Unfair Terms in Consumer Contract Regulations 1999; Office of Fair Trading; Trading Standards; Competition Commission; English contract law; Consumer Protection from Unfair Trading Regulations 2008; Control of Misleading Advertisements Regulations 1988 (comparative advertisements); Supply of Goods (Implied Terms) Act 1973; Consumer Protection Act 1987;

Cyber law or Internet law; Consumer Protection (Distance Selling) Regulations 2000; Telecommunications (Data Protection and Privacy) Regulations 1999; Electronic Commerce (EC Directive) Regulations 2002;, EU's Electronic Commerce Directive 2000; EU's Electronic Commerce Directive 2000.

Bibliography

Key Reading list:

There are no essential resources required for this unit. A set of resources are needed to cover all LOs.

Additional Reading:

Bagley, C. E. (2012). *The entrepreneur's guide to business law.* Mason, Ohio: South-Western.

Bently, L. (2008). *Intellectual property law.* Oxford: Oxford University Press.

Coteanu, C. (2005*). Cyber Consumer Law and unfair trading practices: Unfair commercial practices (Markets and the Law)*. Kent: Ashgate Publishing.

Crane, A. & Matten, D. (2010). *Business ethics: Managing corporate citizenship and sustainability in the age of Globalization.* Oxford: Oxford University Press.

Mallin, C. A. (2009). *Corporate governance.* Oxford: Oxford University Press.

Solomon, J. (2010). *Corporate governance and accountability*. Hampshire: John Wiley and Sons.

MacIntyre, E. (2012). *Business Law*. Harlow: Pearson.

Cross, F. & Miller, R. (2014). *The legal environment of business: Text and cases*. Mason: Cengage Learning.

Worthington, I. (2009). *The business environment*. Harlow: FT Prentice Hall.

Journals/newspapers:

- International Journal of Corporate Strategy and Social Responsibility;
- Journal of Business Law & Ethics;
- Journal of Business Ethics.
- The Economist (The Economist Newspaper Ltd) has articles on corporate responsibility and governance from time to time;
- The Times (Times Newspapers Ltd) has a specialist section on human resource related topics that it publishes once a week;

Websites:

http://www.wto.org
www.businesslink.gov.uk
www.europa.eu
www.frc.org.uk
www.imf.org
www.netregs.gov.uk
www.oecd.org

UNIT 09: STRATEGIC CHANGE MANAGEMENT

Unit Reference Number	A/507/2625
Unit Title	Strategic Change Management
Unit Level	7
Number of Credits	15
Guided Learning Hours (GLH)	150 Hours
Mandatory / Optional	Optional
SSAs	15.3 Business Management
Unit Grading Structure	Pass

Unit Aims

This unit provides the learners with knowledge and understanding provide learners with an understanding of classic and contemporary theories change management and their applicability to contemporary organisations in the globalised world, with the identification and use of change models personal characteristics of change agent or leadership skills, and their evaluation and development, to meet current and future change management roles. The unit then considers the need for organisational change and the ways in which it can be managed to support organisational strategy.

Learning Outcomes and Assessment Criteria

Learning Outcome - The learner will:	Assessment Criterion - The learner can:	
1. Be able to evaluate change agents' knowledge, attributes skills and development	1.1	Critically analyse the relationship between leadership and change agents
	1.2	Critically analyse the characteristics and attributes of change agents
	1.3	Critically evaluate the effectiveness of change agents
2. Critically analyse approaches to organisational change and relevant processes	2.1	Critically evaluate change theories, tools and techniques
	2.2	Evaluate the internal and external triggers of change that may impact on an organisation
	2.3	Develop a change management strategy for an organisation and consider the stakeholders
3. Be able to independently create a plan to implement effective change within an organisation	3.1	Select relevant tools and techniques to implement and manage change
	3.2	Develop a plan to implement a change in an organisation
	3.3	Develop measures to monitor and evaluate progress of the change plan
4. Be able to analyse stakeholder responses to organisational change	4.1	Identify possible risks associated with an organisations' change process
	4.2	Apply a stakeholder analysis to understand possible resistance to change
	4.3	Critically appraise relevant strategies to manage resistance to change in organisations
5. Be able to involve functional areas in an organisation's change management	5.1.	Explain the relation between management disciplines and effective organisational change
	5.2.	Critically analyse the role of various business functions/departments within change management
	5.3.	Develop and evaluate an integrated change management plan for an organisation

Assessment

To achieve this unit, learners must achieve the learning outcomes and meet the standards specified by all assessment criteria for the unit.

Learning Outcomes to be met	Assessment criteria covered	Assessment type	Word count (approx. length)
All 1 to 5	All ACs under LO 1 to 5	Coursework	4500 words

Indicative content

Be able to evaluate change agent's knowledge, attributes skills and development

Characteristics of effective change agents: attitudes, values and behaviour of change agents' e.g. courageous leadership, recognise growth opportunities; demonstrates flexibility and resilience; explores alternative perspectives

Self-reflection: This includes reflecting on your own attitudes, values and behaviour and identifying areas of change required to be an effective change agent

Practical application: evaluate the effectiveness of a change agent's knowledge skills and competencies and action plan and developing relevant skills and competencies.

Be able to apply approaches to organisational change and relevant processes

Principles of change: Understand the basic principles of organisational change such as systematic change for the humans, start at the top, involve all the levels, effective communication, create clear responsibilities, consider cultural aspects, prepare for the contingencies, individual focus, etc.

Different approaches to organisational change: This includes in depth understanding of principles of change, organisational change processes and the different approaches possible

Causes of change: Explain external and internal triggers of change and innovation: changes in markets, economic downturns, legislation, demographics, mergers and acquisitions, re-engineering, TQM, organisational constraints e.g. human and financial resources etc. Appraise these triggers of change and innovation

Practical application: Identify and appraise real life examples of the organisational change process

Be able to independently create a plan to implement effective change within an organisation

Change models: 7-S seven step model, Lewin's three step change models, Kotter, Kuber-Ross, ADKAR etc.

Tools and techniques for organisational change management: pay off matrix, threat/ opportunity matrix, stakeholder analysis/ influence, backwards imaging, attitude charting, risk management, teambuilding etc.

Influences on change: impact of external factors such as globalisation, mergers and acquisitions, exchange rate changes etc. on organisations. Internal factors such as culture, attitude, resources, etc. also should be considered

Measuring progress: goal and process based evaluation, outcome based evaluation, quality circles, milestones, benchmarks etc.

Be able to identify stakeholders affected by organisational change

Potential resistance to change: organisational culture and behaviour, organisational policies, power and the influence of individuals and groups

Types of conflicts: inter-personal, intra personal, inter group

Sources of conflicts: poor communication, poor leadership, different styles, conflicting personalities, different perceptions, conflicting goals, limited resources capabilities

Managing conflicts: Integrating; obliging; avoiding; compromising

Practical application: Appraise real life examples of the change process and its implementation

Be able to involve functional areas in an organisation's change management

Integration of all disciplines: finance, HRM, marketing, IT, operations, quality and business strategy and impact analysis

Communication with all internal stakeholders

Appraise methods by which this integration could be achieved, using real life examples

Bibliography

Key Reading: There are no essential resources required for this unit. A set of resources is needed to cover all LOs.

Carnall C. (2007). *Managing Change in Organizations, 5th Edition* (Financial Times/ Prentice Hall, ISBN 0273704141

Other indicative reading:

Mullins, L. J. (2013). *Management and Organisational Behaviour, (latest edition)* FT Prentice Hall

Yukl, G A, Leadership in Organisations (13th ed), Pearson: Harlow

Cottrell, S. (2010). *Skills for Success: Personal Development and Employability. 2nd ed.* Palgrave Macmillan

Gold, J., Thorpe, R., and Mumford, A. (2010). *Leadership and Management Development*, CIPD

Burnes, B. (2004). *Managing Change: A Strategic Approach to Organisational Dynamics*. ISBN-13: 978-0273683360

Journals/newspapers

- Journal of Organisational Change Management
- International Journal of Strategic Change Management
- Journal of Leadership Studies
- International Journal of Corporate Strategy and Social Responsibility;

Websites

http://www.personalityexplorer.com/
http://changingminds.org/
http://www.mindtools.com
http://www.wto.org
www.businesslink.gov.uk
www.europa.eu
www.frc.org.uk
www.imf.org
www.netregs.gov.uk
www.oecd.org

UNIT 10: STRATEGIC MARKETING

Unit Reference Number	F/507/2626
Unit Title	Strategic Marketing
Unit Level	7
Number of Credits	15
Guided Learning Hours (GLH)	150 Hours
Mandatory / Optional	Optional
SSAs	15.3 Business Management
Unit Grading Structure	Pass

Unit Aims

The unit will help learners to develop a critical understanding of concepts, methods and technical aspects of strategic marketing, the challenges associated with marketing in today's business environment. A strategic marketing strategy combines product development, promotion, distribution, pricing, relationship management and other elements of marketing. It identifies an organisation's strategic marketing goals, and explains how they will be achieved, ideally within a designated timeframe.

Learning Outcomes and Assessment Criteria

Learning Outcome - The learner will:	Assessment Criterion - The learner can:	
1. Critically analyse the principles of strategic marketing management.	1.1	Critically discuss the nature and purpose of strategic marketing in an organisation;
	1.2	Critically analyse and apply different marketing concepts in different organisational contexts;
	1.3	Explain the processes involved in strategic marketing;
2. Apply various tools used to analyse the business environment in strategic marketing.	2.1	Develop SMART strategic marketing objectives for an organisation;
	2.2	Critically review the external and competitive environment in which an organisational performs;
	2.3	Evaluate internal and stakeholder environment in which an organisational performs;
3. Critically discuss market segmentations, targeting and brand positioning.	3.1.	Critically discuss market segments for an organisational context;
	3.2.	Evaluate targeted segments for an organisational context;
	3.3.	Design a differentiated brand position for targeted segments for an organisational context;
4. Critically analyse the integrated marketing mix	4.1	Analyse the significance of the integrated marketing mix for an organisational context;
	4.2	Design an effective marketing mix for an organisational context;
	4.3	Critically analyse the relationship between the product lifecycle and the marketing mix for an organisational context;
5. Critically analyse brands in the business context	5.1	Critically analyse the nature of brands and the significance of branding;
	5.2	Critically discuss the need for integration between the brand pyramid, the brand's positioning and brand management;
	5.3	Explain how branding is used to strengthen a business or product;

Assessment

To achieve this unit, learners must achieve the learning outcomes and meet the standards specified by all assessment criteria for the unit.

Learning Outcomes to be met	Assessment criteria covered	Assessment type	Word count (approx. length)
All 1 to 5	All ACs under LO 1 to 5	Coursework	4500 words

Indicative content

Critically discuss the nature and purpose of strategic marketing in an organisation: strategic marketing e g. definition, concepts, aims, objectives, importance; the interrelationships between strategic marketing and business organisation;

Analysis and application of different marketing concepts in different organisational contexts: strategic marketing concepts of Philip Kotler, Peter Doyle, Hugh Davidson, Malcolm McDonald and others; strategic marketing features; attachments with corporate strategies as defined by Michael Porter; organisational structures; dynamic strategies as featured by Carpenters and Sanders; attachments with mission statements; ethics and corporate responsibilities; knowledge management systems; systematic approaches, necessities of strategic marketing in an organisation; activity integration, scheduling and sequencing; resource demands; time scaling; control and monitoring elements;

Explanation of the processes involved in strategic marketing: the definition, role and importance of process in strategic marketing; planning processes of strategic marketing with contributions or Malcolm McDonald and Peter Doyle; strategic marketing analysis; factor analysis; option evaluation; objective setting of marketing strategy; perceptual mapping; choice; control; formulation; implementation;

Developing SMART strategic marketing objectives for an organisation: situation analysis of market, industry and organisation environment; conduct and performance; SMART (specific, measurable, achievable, realistic and time bound); portfolio analysis techniques: Ansoff matrix, BCG matrix, Product Life Cycle model; Porter's Five Forces model; PEST (political, economic, social, technological) analysis; marketing audit;

Assessing and evaluating external and competitive environment in which an organisational performs: supply to demand environment shift; competition; globalisation; new constraints; fashionisation of markets; micro-markets; expectations rising; technological change; importance of customer service; commoditisation; brands erosion;

Assessing and evaluating internal and stakeholder environment in which an organisational performs: SWOT (strengths, weaknesses, opportunities and threats) analysis of a business organisation; the role identification of stakeholders; measuring the performances of stakeholders; marketing objectives focus; attachments with corporate strategies; new product developments speed; customisation, information handling abilities to gain competitive advantage; timescales; demands for resources; organisational structures; budgets; monitoring; control and review mechanisms; innovation strategies; target markets; e-marketing position; mandatory focus; key market segments; customers and other stakeholders partnerships;

Identify and develop various options available within given constraints for an organisation: relationship marketing e g. definitions; features; direct response marketing strategies: new customers acquiring, offensive strategies, increasing customer purchase frequency; defensive strategies; customer satisfaction; switching costs;

Critically evaluate various options available within given constraints for an organisation: strategy alternatives e g. features, identification; innovation strategies; market niche; market leader; market challenger; market pioneer; market follower: late followers, close followers; value-based, defensive and offensive marketing strategies General Electric model; Porter's generic strategies: focus, cost leadership and differentiation; competitive advantage: H. Davidson, M. Porter; Shell directional policy matrix; market dominance strategies; mandatory competences: G. Johnson and K. Scholes, G. Hamel and C. K. Prahalad; investment opportunity evaluation: D. F. Abell and J. S. Hammond;

Selection of competitive strategic marketing strategies: responses to strategic marketing; emerging concepts or themes; globalisation impact, competitor weaknesses or weaknesses; environmental factor importance; political environment related changes; safety factors; the exchange rate; the state of the economy;

Developing and discussing market segments, targeting and branding positioning of an organisational context: market segments, targeting and branding positioning e g. definitions, features, criteria, usefulness, adjustability in changed market and organisational contexts;

Evaluating and deciding about targeted segments for an organisational context: methods of consumer market segmenting e g. demographic, geographic, behavioural, psychographic, benefit, cultural, multi-variable account; targeting strategies e g. mass marketing, direct marketing, niche marketing, differentiated market targeting strategies; branding strategies e g. determination of brand objectives, brand positioning statement;

Developing differentiated brand position for targeted segments for an organisational context: marketing techniques; marketing objectives setting; marketing strategies; targeting markets; segmenting markets: demographic, geographic, behaviour, psychographic; profiling markets: profitability potential, revenue potential, market share potential; positioning segmented markets: mass marketing, market leader or product line extension or targeted marketing, direct or indirect sales;

Analysing the significance of integrated marketing mix for an organisational context: definition, aims, objectives, importance, application and usefulness of marketing mix;

Developing effective marketing mix for an organisational context: the development of effective marketing mix; understanding strategic marketing e g. definition; marketing mix 7 Ps; product/service marketing strategies; production; distribution; pricing; promotion: direct marketing, advertising, sales promotion, public relations, personal selling, people: customer service, internal, intermediaries; processes; physical evidences, e-marketing strategies; customer relationship management; resource requirements: people, financial marketing; marketing activity strategies integration;

Establishing linkage between product lifecycle and dynamics of marketing mix for an organisational context: product life cycle e g. definition, characteristics, application in changed market and organisational contexts; interrelationships between product lifecycle and dynamics of marketing mix;

Critical analysis factors of impacting successful implementation of marketing strategies: understanding the interrelationships between strategic positioning and marketing tactics; definition of strategic positioning; strategic choice; information analysis and collection; marketing tactics; market development; product development; future position definition; monitoring; implementation; market penetration; internal growth; product tactics: range, selection, quality, branding; promotion tactics: product sampling, dealer loaders, customer loyalty schemes, point of sale (POS) materials, extended credit; pricing tactics: cost pricing, market pricing, skim pricing, penetration pricing, price discrimination; place tactics: transport management, distribution channels, stock and handling, run through times, terms of delivery;

Organising for resources during implementations: understanding marketing options; customer retention strategies: obtaining new customers, product bundling, cross-selling, cross promotions, loyalty qualifications; customer life cycle value; Payne and Ballantyne's six markets model; personalised marketing;

Monitoring the effectiveness of marketing strategies and qualifications: marketing strategy monitoring and evaluation; understanding marketing strategy performance indicator; early warning; tactics change; objective change; strategy change;

Bibliography

Core Texts:

Aaker, D. A. & McLoughlin, D. (2010). *Strategic Market Management: Global Perspectives*. Chichester: John Wiley & Sons.

Proctor, C. (2014). *Strategic Marketing: An Introduction*. Oxon: Routledge.

Additional Reading:

Bradley, F. (2005). *International Marketing Strategy.* New Jersey, FL: Prentice Hall.

Best, R. J. (2009). *Market-based Management: Strategies for Growing Customer Value and Profitability, 5th Edition*, Harlow: Prentice Hall.

Chernev, A. (2009). *Strategic Marketing Management, 5th Edition, New York:* Brightstar Media.

Hastings, H. & Saperstein, J. (2007). *Improve Your Marketing to Grow Your Business,* New York: Wharton School Publishing.

Hooley, G., Saunders, J., Piercy, N. F. & Nicoulaud, B. (2007). *Marketing Strategy and Competitive Positioning, 4th Edition*, Harlow: Financial Times/Prentice Hall.

Kotler, P. & Armstrong, G. (2008). *Principles of Marketing, 13th Edition*, New York: Prentice Hall.

Kotler, P. & Keller, K. L. (2008). *A Framework for Marketing Management*, London: Pearson Education.

Lambin, J. J. (2007). *Market Driven Management: Strategic and Operational Marketing, 2nd Edition,* London: Palgrave Macmillan

McDonald, M. (2007). *Malcolm McDonald on Marketing Planning: Understanding Marketing Plans and Strategy*, New York: Kogan-Page.

Mukerjee, K. (2007). *Customer Relationship Management: A Strategic Approach to Marketing*, New Delhi: Prentice Hall of India.

Mullins, J. Walker, O. C. & Boyd, H. W. (2009). *Marketing Management: A Strategic Decision-Making Approach, 7th Edition*, New York: McGraw-Hill Higher Education.

Palmer, R. Cockton, J. & Cooper, G. (2009) *Managing Marketing: Marketing Success Through Good Management Practice,* Oxford: Butterworth-Heinemann.

Tollin, K. & Carù, A. (eds.) (2008). *Strategic Market Creation: A New Perspective on Marketing and Innovatio*n *Management*, Chichester: John Wiley and Sons.

Winer, R. & Dhar, R. (2010). *Marketing Management, 4th Edition*, London: Pearson Education.

Journals and Newspapers:

- European Journal of Marketing;
- International Journal of Research in Marketing;
- Journal of Interactive Marketing;
- Journal of Marketing Communications;
- Journal of Strategic Marketing;
- The Journal of Customer Behaviour;
- The Journal of Marketing;
- The Journal of Marketing Management;
- The Marketing Review;

Websites:

Online resources as the following can be helpful. But, learners need to search for information on diverse platforms covering both online and offline sources.

www.bbc.co.uk The Learning Zone at BBC Education;

www.direct.gov.uk Gateway to wide range of UK government information;

www.statistics.gov.uk Detailed information on a variety of UK consumer demographics;

www.kpmg.co.uk www.ey.com.uk; www.pwcglobal.com; Major consultancy websites.

www.en.wikipedia.org Articles on strategic marketing and further links;

www.businessballs.com Management learning resources and articles and links on strategic marketing Management;

www.idea.gov.uk Local Government Improvement and Development – developing a strategic; communication strategy in the public sector which applies equally to the private sector;

www.managementhelp.com Articles on strategic marketing planning and further links;

www.marketingpower.com American Marketing Association – marketing articles.

UNIT 11: GLOBALISATION & MARKETING STRATEGY

Unit Reference Number	J/507/2627
Unit Title	Globalisation & Marketing Strategy
Unit Level	7
Number of Credits	15
Guided Learning Hours (GLH)	150 Hours
Mandatory / Optional	Optional
SSAs	15.3 Business Management
Unit Grading Structure	Pass

Unit Aims

This unit provides the learners with knowledge and understanding on the global business environment, issues facing contemporary organisations in the globalised world, with the identification and use of global marketing strategies and the strategic moves of entering international markets utilising design and innovation. Issues related to internationalisation, market research to enter new markets, and the importance of patenting and intellectual property rights are also covered with regard to business innovation. Strategies of adaptations vs standardisation of marketing mix and segmentations. Concepts of designing and innovation are comprehensively introduced to the learners with practical applications. Characteristics of the design process in the context of stylistic change, fashion and consumer taste (including the nature of design management) are elaborated upon. Critical analysis of the design and innovation practices is an important role of the learners, and the importance of design and innovation in enhancing competitiveness is also covered. The unit also focuses on how current developments in innovation and design has impacted on mass customisation and marketing communication strategies in organisations. In addition, the importance of patenting ideas, design registration, trademarking and intellectual property on new products and services is also elaborated for the benefit of the learners.

Learning Outcomes and Assessment Criteria

Learning Outcome - The learner will:	Assessment Criterion - The learner can:	
1. Critically evaluate the globalisation phenomenon	1.1	Critically analyse the concept of globalisation
	1.2	Evaluate reasons for companies to go global
	1.3	Discuss key drivers of going global and its impact on marketing
2. Be able to critically evaluate the global business environment	2.1	Evaluate the internal business environment of global companies
	2.2	Evaluate external business environment of global companies
	2.3	Critically analyse national and industry based competitive advantages
3. Be able to analyse the internationalisation process for a range of companies in various global markets	3.1.	Analyse the factors that would facilitate internationalisation for a selected organisation
	3.2.	Analyse issues and risks of internationalisation
	3.3.	Propose appropriate measures to mitigate risks in internationalisation
4. Be able to develop appropriate marketing strategies for global markets	4.1	Evaluate the global market potential for possible business expansion
	4.2	Critically analyse market information
	4.3	Apply appropriate global segmentation , marketing mix and communication strategies
5. Be able to evaluate the importance of innovation protection for new products and services	5.1	Critically discuss management of innovation of products and services in international organisation.
	5.2	Evaluate appropriate innovation protection methods for a new product or service
	5.3	Critically evaluate the risks associated with not protecting innovation

Assessment

To achieve this unit, learners must achieve the learning outcomes and meet the standards specified by all assessment criteria for the unit.

Learning Outcomes to be met	Assessment criteria covered	Assessment type	Word count (approx. length)
All 1 to 5	All ACs under LO 1 to 5	Coursework	4500 words

Indicative content

Be able to assess and evaluate globalisation as a force

Concept of internationalisation, globalisation, factors and drivers of globalisation, models of globalisation.

Globalisation is a debate advocates and critics

Impact of globalisation on organisations , people and marketing strategies and other functional areas

Developed, developing, underdeveloped countries and Emerging markets

Be able to critically evaluate global business environment and competitions

SLEPT factors: Before creating business plans or when evaluating existing ones it is important to 'scan' the external environment. This takes the form of SLEPT analysis, i.e. an investigation of the social, legal, economic, political, and technological influences on a business. In addition it is also important to be aware of the actions of your competitors. These forces are continually in a state of change

Cultural impact on internationalisation: language barriers, attitude, religious beliefs, etc. Porters Model of competitive advantages of nationals and Porters five forces

Be able to determine the internationalisation process for a range of companies in various global markets

Choices of different modes of entry in international markets

International marketing strategies: International markets could be exploited for opportunistic global market development (diversifying markets);

Following customers abroad (customer satisfaction); Pursuing geographic diversification (climate, topography, space, etc.); Exploiting different economic growth rates (gaining scale and scope);

Exploiting product life cycle differences (technology); Pursuing potential abroad; Globalising for defensive reasons; Pursuing a global logic or imperative (new markets and profits)

Develop global business strategies

Changing international environment: Understand the new trends in globalisation. The theories of globalisation, issues and strategies should be discussed with regard to entering international markets

Ethnocentric and polycentric and geocentric strategies

C factors (12-c framework): To enter international markets the 12Cs should be evaluated. They are

Country. Culture. Concentration

Channels. Commitment. Choices. Caveats. Communication. Currency.

Contractual obligations: Capacity to pay, Control and coordination

Standardisation v adaptation: When it comes to the international market entry companies tend to standardise the product; however, to be successful the importance of adapting to specific markets

Be able to develop and apply appropriate marketing strategies for global markets

International market research; International market planning, strategic choice and evaluation/control

International Marketing analyses: International Marketing Mix analysis; International Global market segments

Marketing communication: Wide access to internet, High technological devices, social media, etc. has changed the communication and promotional strategies of companies

Information required in developing a marketing strategy: Industry trends, rival information, resource requirement, financial markets, government regulations, demographic information, corporate financial performance indicators, internal operations related data, corporate annual report, market analyses, stock market data, governmental publications

Be able to understand the importance of innovation protection for new products and services

Ansoff's matrix, product development and innovation management in international organisations.
Innovation protection: Patenting ideas, design registration, trade marking and intellectual property
Consequences of not protecting innovation: Imitation; lose competitive edge; Less market recognition and corporate excellence. These should be explained with practical examples

Bibliography

Key Reading
There are no essential resources required for this unit. A set of resources is need to cover all LOs.

Czinkota, M., Ronkainen, I., Moffett, M., Marinova, S. and Marinov, M. (2009). *International Business.* West Sussex: Wiley

Other indicative reading

Dicken, P. (2007). *Global Shift: mapping the changing contours of the world economy,* London: Sage

Hamilton, L and Webster, P. (2009). *The International Business Environment*, Oxford: Oxford University Press

Held, D. McGrew, A. Goldblatt, D. and Perraton, J. (2000). *Global Transformations: An Introduction to the Globalisation Debate*. Cambridge: Polity Press

Stonehouse, G., Campbell, D., Hamill, J. and Purdie, T. (2005). *Global and Transnational Business*, West Sussex: Wiley

Peck, J. and Yeung, H. (2003). *Remaking the Global Economy*, London: Sage

Journals/newspapers
- Journal of International Business Studies
- International Journal of Cross Cultural Management
- International Journal of Corporate Strategy and Social Responsibility;

Websites
http://www.mindtools.com
http://www.wto.org
www.businesslink.gov.uk
www.europa.eu
www.frc.org.uk
www.imf.org
www.netregs.gov.uk
www.oecd.org