



SEVERN
BUSINESS
COLLEGE

**EBMA Level 7 Postgraduate Diploma in
Business Administration**

Course Handbook

Qualification

EBMA Level 7 Postgraduate Diploma in Business Administration

Level

7

Guided Learning Hours

360

Total Qualification Time Hours

1350

Credit Value

135

Aim of the Course

Business Leaders cannot longer afford to continue doing business without critical skills necessary for success. The primary aim of this programme is to develop a range of appropriate knowledge, values, skills and competencies sufficient to enable you to operate and manage effectively within domestic and international markets.

This course provides knowledge of applications and in depth analysis in preparation for careers in business administration, product management, strategic planning, financial management and control as well as marketing entrepreneurship.

Assessment

Assessment is through practical assignments, with no exams - to more accurately reflect the real working environment.

Course Structure

EBMA Level 7 Postgraduate Diploma in Business Administration			
Unit number	Units	Unit level	Unit credit
1	International Marketing Management	7	15
2	Organisational Development and Change	7	15
3	Financial Management	7	15
4	International Business Strategy	7	15
5	Operations and Supply Chain Management	7	15
6	Human Resource Management	7	15
7	Research Methods of Managers	7	15
8	Entrepreneurship and Business Development	7	15
9	Business and Sustainability	7	15

Assessment Grades

Marks Ranges %	Marking Criteria
Pass	All learning outcomes are achieved. All assessment criteria are met.
Fail	All learning outcomes are not achieved. All assessment criteria are not met.
No Marks	Plagiarism

UNIT SPECIFICATIONS

Unit Title

International Marketing Management

Level

7

Guided Learning Hours

40

Learning Time Hours

150

Credit Value

15

Unit aim

It provides students with knowledge of the theory, concepts, issues and practice of international marketing. It identifies processes, contexts and influences associated with international marketing strategies, develops students' appreciation both of strategies and plans for different economies and of the implications, monitoring and control of the international marketing process.

Learning outcomes and assessment criteria

In order to pass this unit, the evidence that the learner presents for assessment needs to demonstrate that they can meet all the learning outcomes for the unit. The assessment criteria determine the standard required to achieve the unit.

Learning Outcome	Assessment Criteria
1. Be able to investigate control mechanism in an organisation operating globally	1.1. Explore alternative organisational design that companies use to manage their complex and far-flung operations effectively 1.2. Analyse the criteria for choosing an appropriate organisational structure 1.3. Critically discuss different ways of controlling foreign operations, profitability measurement 1.4. Examine the strategic alternatives for achieving organisational goals 1.5. Discuss how to identify an appropriate organisational structure to support globalisation 1.6. Assess the importance of developing and maintain effective relationship within an organisation.
2. Be able to examine the role of pricing, product and advertisement planning in strategic decision making	2.1. Critically analyse a framework for international pricing process. 2.2. Examine the elements involved in price quotation and consideration of alternative methods of payment. 2.3. Analyse major elements of managing a customer orientation 2.4. Identify product-related issues and suggest conceptual business approaches for handling them. 2.5. Examine the development of advertising programmes for foreign market.
3. Be able to demonstrate an ability to formulate and access international marketing strategies	3.1. Evaluate the suitability of international marketing strategies, including standardisation, the market entry options and product policy. 3.2. Compare and contrast strategies for export in international market. 3.3. Critically evaluate the economic, political, demand related, cultural and risk related issues facing by the organisations entering into international markets and assess their implications for marketing strategies. 3.4. Analyse Porter's five forces model of industry competition
4. Be able to understand an appropriate international marketing segmentation for target market and product positioning	4.1. Critically evaluate the importance of market segmentation for product positioning 4.2. Identify the techniques and criteria for market segmentation 4.3. Evaluate marketing strategies towards market segmentation 4.4. Identify the value of target market identification and apply the segmentation process to position the product of the organisation.
5. Be able to understand critical emerging issues in international marketing	5.1. Examine eight key processes of excellent supply chain management 5.2. Analyse customer behaviour issues in international markets through marketing research 5.3. Conduct an environmental risk analysis of an international market.

Supplementary Text and Reading:

Essential Guide to Marketing Planning, 2nd Edition Marian Burk Wood Jun 2010

McDonald, M. (2007) "Marketing Plans: How to prepare them, how to use them", (6th Edition), Butterworth-Heinemann, Oxford

Doole, I. and Lowe, Robin., (2004) "International Marketing Strategy", (4th Edition), Thomson Learning.

International Marketing Management Text and Cases U C Mathur, SAGE Publications Pvt. Ltd ISBN: 9780761936404

Global marketing management, 7th Edition Warren J. Keegan, Mark C. Green Prentice Hall, 2002

Global strategic management, 2008 Gerardo R. Ungson, Yim-Yu Wong

Handbook of research in international marketing Subhash C. Jain Edward Elgar Publishing, 2003

H. Muhlbacher, H. Leihns and L. Dahringer (2006) (3rd ed.), International Marketing, a global perspective, London: Thomson

D. West, J. Ford and E. Ibrahim (2006), Strategic Marketing, Oxford University Press. S Hollensen (2004) (3rd ed.), Global

Marketing: A decision-oriented approach, London: Financial Times Prentice Hall.

G. Albaum (2004) (5th ed.), International Marketing and Export Management, London: Financial Times Prentice Hall.

S. De Bura, R. Fletcher and L. Brown (2004), International Marketing: An SME Perspective, London: Financial Times Prentice Hall.

C.W. Hill (2007) (6th ed.), International Business. Competing in the global marketplace, New York: McGraw Hill/Irwin.

UNIT SPECIFICATIONS

Unit Title

Organisational Development and Change

Level

7

Guided Learning Hours

40

Learning Time Hours

150

Credit Value

15

Unit aim

The main aims of the course are to provide students with an opportunity to familiarise themselves with aspects of theory relating to organisational behaviour and organisational change; to explore how organisational change can influence, and be influenced by, organisational behaviour; to critique a number of change strategies; to apply what they learn to their own managerial situation.

Learning outcomes and assessment criteria

In order to pass this unit, the evidence that the learner presents for assessment needs to demonstrate that they can meet all the learning outcomes for the unit. The assessment criteria determine the standard required to achieve the unit.

Learning Outcome	Assessment Criteria
1. Be able to evaluate the significance of organisational change for planning and development.	1.1. Define vision, objective and core value of an organisation. 1.2. Critically evaluate global changes and mega trends in the 21st century that effect organisation in development and planning. 1.3. Describe the nature and purpose of strategic planning and its importance to an organisational change and development 1.4. Critically evaluate the culture of an organisation and its impact to an organisational change.
2. Be able to examine the philosophies, values, assumptions and ethical issues associated with organisational paradigms from a change management perspective.	2.1. Critically describe elements of an organisational behaviour, including types, social environment, quality of work life and motivation 2.2. Critically analyse key paradigms of of organisational change and its impact on managerial role. 2.3. Evaluate value organisational theory as a tool for understanding behaviour in organisations 2.4. Describe the relationship between developments in organisational theory and organisational behaviour
3. Be able to evaluate the process of organisational development	3.1. Discuss the issues of entering and contracting process of organisational development 3.2. Differentiate diagnostic and open system models and their importance from individual level to the organisational level for development process. 3.3. Critically evaluate the process of collecting and analysing diagnostic information that include diagnostic relationship, methods for collecting data, sampling, techniques for analysing data and feedback.
4. Be able to analyse the importance of managing and motivating people in the change process	4.1. Explain emotional reactions to change, resistance and traumas experienced in the change process and psychological barriers to change 4.2. Identify the model for leading change process within an organisation. 4.3. Identify major learning-based and process-based perspectives on motivation in organisational change and development

Supplementary Text and Reading:

Burnes, B (2004) *Managing Change*, 4th edition, FT/Prentice Hall
 French, R, Rayner, C, Rees, G and Rumbles, S (2008) *Organizational Behaviour*, John Wiley and Sons Ltd
 Quick, J C and Nelson, D L (2009) *Principles of Organizational Behaviour*, 6th edition, SouthWestern
 Senior, B and Fleming, J (2006) *Organizational Change*, 3rd edition, Prentice Hall
 Kehoe, D and Alston, D (2007), *Leading and Managing Change*, McGraw-Hill Education
 Cummings, G. T, and Worley, G, C (2008), *Organisational Development and Change*, 9th Edition, Cengage Learning

UNIT SPECIFICATIONS

Unit Title

Financial Management

Level

7

Guided Learning Hours

40

Learning Time Hours

150

Credit Value

15

Unit aim

This unit enables students to appreciate and understand the financial issues faced by an organisation's management and the activities undertaken by an organisation to have effective financial management. It examines relevant issues, including financial strategy, debt and equity management, the key drivers of shareholder value, corporate governance and asset portfolio management.

Learning outcomes and assessment criteria

In order to pass this unit, the evidence that the learner presents for assessment needs to demonstrate that they can meet all the learning outcomes for the unit. The assessment criteria determine the standard required to achieve the unit.

Learning Outcome	Assessment Criteria
1. Be able to understand the theories that underlie current thinking in accounting, finance and investment.	1.1 Identify the role of the finance function within a business 1.2 Discuss why shareholder wealth maximisation is considered to be the most appropriate. 1.3 Explain how risk and ethical considerations influence the pursuit of shareholder wealth maximisation 1.4 Critical analyse John Maynard Keynes' financial theory under investment towards uncertainty. 1.5 Discuss Adam Smith's economic case against usury and criticism of it by the English classical political economists in the management of financial resources.
2. Be able to apply financial techniques and tools to aid decision making in business strategy and planning	2.1. Analyse different sources of finances available to an organisation and role of financial management in utilisation of these sources 2.2. Calculate organisation cost of capital to evaluate capital projects. 2.3. Critically examine the role of working capital in identifying and evaluation of credit control process.
3. Be able to perform financial statement analysis for critical judgement and discrimination in the resolution of complex problematic situations.	3.1. Differentiate the financial reporting within an organisation and identify the ways in which financial statements help a business that is growing fast. 3.2. Critically analyse sales forecast and its importance to the preparation of projected financial statements 3.3. Analyse the use of sensitivity analysis, Break even analysis, Monte Carlo & Decision Tree for managerial decision making. 3.4. Calculate major categories of financial ratios that can be used to perform financial analysis.
4. Be able to understand the main sources of debt and equity finance for businesses.	4.1. Explain the main sources of debt finance available from the financial markets 4.2. Analyse factors that motivate corporations to raise more capital and identify correlations between new stock issuing announcement and stock price 4.3. Analyse the effect of leverage on the market (Modigliani & Miller) and on return. 4.4. Critically evaluate the considering factors and appropriate level of debt financing for a firm and its effect on working capital to companies.
5. Be able to understand the main types of investment appraisal techniques and to under-take a financial evaluation exercise to determine the most suitable project given any set of circumstances	5.1. Critically evaluate the importance of Economic Value Added (EVA) to investment managers 5.2. Evaluate the diversification process to reduce risk by using the Capital Asset Pricing Model (CAPM). 5.3. Discuss the principles, benefits and limitations of the following different methods of investment appraisal to the complex information provided by an

organisation: payback, accounting rate of return, net present value (NPV), internal rate of return (IRR), the Marginal internal rate of return (MIRR)
 5.4. Calculate EVA and MVA to illustrate the present value relationship between them,
 5.5. Critically evaluate the concept of EVA to build, actively efficient portfolios.

Supplementary Text and Reading:

Watson, D. and Head, A. (2006), Corporate Finance: Principles and Practice, 4th Edition, Prentice Hall.
 Pike, R. and Neale B, (2006), Corporate Finance and Investment: Decisions and Strategies 5th Edition, Prentice Hall.
 Glynn, Murphy, Perrin & Abraham, (2008) Accounting for Managers Thomson 4th Edition
 Antrill, P., & Mc Laney E., (2008) Accounting and Finance for Non-Specialists. FT Prentice Hall-6th edition
 Dyson, J., (2007) Accounting for Non-Accounting Students. Pitman – 7th Edition
 Vaitilingham, R. (2006) The Financial Times Guide to Using the Financial Pages – 5th Edition
 Holmes, G, Sugden A, and Gee P., (2004) Interpreting Company Reports and Accounts. FT Prentice Hall 9th Edition.
 Collier, P. (2006) Accounting For Managers – Interpreting Accounting Information for Decision Making. Wiley – 2nd Edition
 Antrill, P., & Mc Laney E., (2005), Management Accounting for Decision Makers. FT Prentice Hall-4th edition
 Drury, C. (2005) Management Accounting For Business. Thomson Learning – 3rd edition
 Gowthorpe, C (2005) Business Accounting & Finance for Non-Specialists Thomson Learning 2nd Edition

UNIT SPECIFICATIONS

Unit Title

International Business Strategy

Level

7

Guided Learning Hours

40

Learning Time Hours

150

Credit Value

15

Unit aim

This course analyses international business strategy and how strategic analysis and strategy implementation shape business performance. The unit will enable students to gain confidence in applying different kinds of models to interpret data/information as well as develop and enhance their strategic thinking skills. Thus, this course aims to provide insights into the strategic challenges facing management in devising innovative ways to compete, organise resources and plan in an environment of uncertainty.

Learning outcomes and assessment criteria

In order to pass this unit, the evidence that the learner presents for assessment needs to demonstrate that they can meet all the learning outcomes for the unit. The assessment criteria determine the standard required to achieve the unit.

Learning Outcome	Assessment Criteria
1. Be able to understand the nature, scope and process for strategic business management and planning in organisations doing business globally.	1.1. Critically analyse and appraise the need for strategic management in a global environment 1.2. Evaluate the strategic development process for strategic business management and planning 1.3. Critically analyse the different levels of strategy and their relationship with tactical and operational decision making.
2. Be able to identify the impact of International environment forces on an organisation.	2.1. Describe the impact and influence of the external environment to an organisation and identify its link with the strategy formulation process. 2.2. Critically use PESTEL, PEST and STEEP techniques assess the external environment of the organisation. 2.3. Critically evaluate the use of Porter’s Diamond’s five forces model. 2.4. Analyse the use of scenario planning approach to forecast environmental change.
3. Be able to understand the impact of	3.1. Identify the features and core purposes of SWOT analysis

present economic recession in an internal analysis to an organisation business strategic planning and development	3.2. Analyse the turbulence of environmental change and the impact on strategy dynamics 3.3. Critically discuss the present economic recession to an organisation's core areas of specialisation and identify the needs of re-formalization strategy.
4. Be able to understand missions, objectives, proposes and strategy process for organisations and industries at national and international context.	4.1. Identify the capabilities that allow organisations to design missions, objectives to achieve competitive advantage 4.2. Evaluate appropriate strategies for emerging, maturing and declining competitive positions 4.3. Assess the influence of corporate governance and regulations.
5. Be able to appreciate coherent and persuasive arguments for the adoption of innovative strategies for a range of business and organisational situations	5.1. Analyse the effect of future challenges on strategic management and development 5.2. Identify and critically evaluate strategic choice to evaluate an organisation trading globally. 5.3. Critically analyse the choice of strategy in action for example, enabling success, organisational structure, resourcing and control 5.4. Evaluate environmental issues that cause a recession in the 21st century and the impact of it in strategy implementation

Supplementary Text and Reading:

- Johnson G. & Scholes K. (2002); 'Exploring Corporate Strategy', sixth edition: Text & Cases, Prentice Hall, Europe.
- Johnson G. and Scholes K. (1999); 'Exploring Corporate Strategy', fifth edition: Text and Cases, Prentice Hall, Europe
- Barney, J.A. (2002) *Gaining and Sustaining Competitive Advantage*, Second Edition, New Jersey: Prentice Hall.
- Bowman, C. and Faulkner, D. (1997) *Competitive and Corporate Strategy*, London: Irwin.
- Graham, K. (2004) *Strategic Factors: Develop and Measure Winning Strategy*, Oxford: Butterworth-Heinemann.
- Grant, R. M. (2008) *Contemporary Strategy Analysis: Concepts, Techniques, Applications*, 6th edition, London: Blackwell Business.
- Hamel, G. and Prahalad, C. K (1994) *Competing for the Future*, Boston: Harvard Business School Press.
- Hill, C. (2009) *International Business: Competing in the Global Marketplace*, McGraw-Hill.
- Lynch, R. L., (2009) *Corporate Strategy*, Fifth Edition, Harlow: Financial Times Prentice Hall.
- Mintzberg, H., Lampel, J, Quinn, J. and Ghoshal, S. (2003) *The Strategy Process: Concepts, Context and Cases*, Fourth Edition, New Jersey: Prentice Hall.
- McNamee, P.B. (2008) *Strategic Management for MBAs*, Lulu.
- McNamee, P.B. (1998) *Strategic Market Planning: A Blueprint for Success*, Chichester: Wiley.
- Porter, M. E. (1980) *Competitive Strategy: Techniques for Analyzing Industries*, New York: The Free Press. (Re-revised editions: 1998, 2004).
- Porter, M. E. (1985) *Competitive Advantage: Creating and Sustaining Superior Performance*, New York: The Free Press. (Revised editions: 1998, 2004).
- Porter, M. E. (1990) *The Competitive Advantage of Nations*, London: Macmillan.
- Thompson, A., Strickland, A. and Gamble, J. (2009) *Crafting and Executing Strategy: Concepts and Cases*, 17th Edition, New York: McGraw-Hill Higher Education.
- Wheelen, T. L. and Hunger, D. J. (2007), *Strategic Management and Business Policy*, 11th edition, New Jersey: Prentice Hall.
- White, C. (2004) *Strategic Management*, Basingstoke: Palgrave Macmillan.

UNIT SPECIFICATIONS

Unit Title

Operations and Supply Chain Management

Level

7

Guided Learning Hours

40

Learning Time Hours

150

Credit Value

15

Unit aim

The aim of the programme is to provide postgraduate-level education in operations and supply chain management principles, theories and practice. This unit introduces the concepts of logistics and supply chain management. In the modern global

marketplace, companies need to be efficient in relation to the movement of supplies and delivery of the final products. The unit explores issues in relation to logistics including value, managing lead time and techniques including just-in-time, and incorporating the role of technology in this process.

Learning outcomes and assessment criteria

In order to pass this unit, the evidence that the learner presents for assessment needs to demonstrate that they can meet all the learning outcomes for the unit. The assessment criteria determine the standard required to achieve the unit.

Learning Outcome	Assessment Criteria
1. Be able to investigate processes and issues in the development of an efficient supply chain	1.1. Critically identify the factors to raise flow management effectiveness and evaluate their activities to optimise business processes. 1.2. Explain the supply chain management pressure from increased global trade. 1.3. Identify issues of infrastructure in supply chain management process 1.4. Critically analyse the transportation issues for supply chain management and outline logistic approaches to solve them 1.5. Evaluate actions to resolve issues arising in the Supply Chain concerning; (a) Complexity (b) unpredictability
2. Be able to understand the need for achieving a fit between the operational and competitive strategies to implement performance system in the supply chain	2.1. Analyse the performance measurement and monitoring system to evaluate logistic performance strategies 2.2. Critically analyse domestic strategy and its difference from international strategy in supply chain management process 2.3. Describe logistic and operations measures to improve efficiency and effectiveness in the supply chain. 2.4. Critically evaluate elements of performance, i.e. of just in time (JIT) strategies, Pareto's Law and utilisation of efficient consumer response (ECR) to implement performance system in the supply chain
3. Be able to understand customer relationship and the customer service dimension in supply chain management	3.1. Critically analyse customer service as a link between logistics and marketing. 3.2. Differentiate in the political, legal, and economic environment influence desirability of relationship structures. 3.3. List steps that are used to ensure measurement ability to meet customer delivery times 3.4. Discuss different approaches that an organisation is to provide excellent customer service with an approach to retain them
4. Be able to apply knowledge of forecasting and inventory management theories and methodologies	4.1. Analyse inventory strategies to support operational requirements 4.2. Discuss physical inventory methods such as cycle counting, inventory recording and record accuracy. 4.3. Critically determine and monitor inventory performance measures and calculate them.
5. Be able to demonstrate warehousing and transportation options for business requirements	5.1. Critically evaluate various options for warehousing, distribution centres and modes of transportation 5.2. Describe legislation and regulations concerning storage and transportation of dangerous goods 5.3. Implement the process of best suitable approach to transportation options i.e. JIT and Lean Thinking
6. Be able to develop a global supply chain and operations perspective	6.1. Analyse how global competition influence supply chain and operations 6.2. Evaluate the importance of establishing and maintaining competitive edge at global market

Supplementary Text and Reading:

D Bamford & P Forrester (2009) Essential Guide for Operations Management: Concepts and Case Notes, Wiley
 Strategic supply chain management: the five disciplines for top performance Shoshanah Cohen, Joseph Roussel McGraw-Hill Professional, 2005
 Operations and Supply Chain Management F. Robert Jacobs, Richard B. Chase, Richard Chase Edition 13 McGraw-Hill, 2010
 Introduction to Operations and Supply Chain Management, 2007 2nd Edition Cecil Bozarth, Robert Handfield Prentice Hall
 Logistics and Supply Chain Management, 2008 Martin Christopher Pearson Education Limited

UNIT SPECIFICATIONS

Unit Title

Human Resource Management

Level

Guided Learning Hours

40

Learning Time Hours

150

Credit Value

15

Unit aim

Business organisations today face unprecedented challenges. Across virtually every area of the economy, managers are confronted with new conditions of rapid technological change, intense global competition and growing demands for social responsibility. These challenges are obliging organisations to redesign their internal structures and policies. New people management strategies are at the centre of these organisational changes. This course examines the character of these people management strategies in modern organisations.

Learning outcomes and assessment criteria

In order to pass this unit, the evidence that the learner presents for assessment needs to demonstrate that they can meet all the learning outcomes for the unit. The assessment criteria determine the standard required to achieve the unit.

Learning Outcome	Assessment Criteria
1. Be able to be aware of the basic concept, trends and role of Human Resource Management in an organisation	1.1. Identify areas in which human resource management can support the goal of creating a high-performance work system. 1.2. Assess the role of employee empowerment in the modern organisation. 1.3. Summarise ways in which human resource management can support organisations expanding internationally. 1.4. Analyse how technological developments affect human resource development within business organisations.
2. Be able to apply HR policies in recruitment and selection process	2.1. Identify the role of Government agencies to enforce equal employment opportunity. 2.2. Describe ways employers can avoid illegal discrimination and provide reasonable accommodation. 2.3. Explain employers' duties under the Occupational Safety and Health Act. 2.4. Assess how employers promote worker safety and health.
3. Be able to understand the concept of job analysis for the recruitment process	3.1. Assess the elements of a job analysis 3.2. Explain how organisations apply ergonomics to design safe jobs. 3.3. Assess human resource planning process to carry out the organisation's strategy. 3.4. Identify the labour demand for workers in various job categories. 3.5. Review the recruiter's role in the recruitment process.
4. Be able to appreciate the process of selection and placement in Jobs	4.1. Analyse the elements of the selection process. 4.2. Summarise the government's requirements for employee selection. 4.3. Compare the common methods used for selecting human resources. 4.4. Identify and evaluate major types of employment tests. 4.5. Explain how employers carry out the process of making a selection decision.
5. Be able to know the importance of employees training after selection	5.1. Analyse training methods for employee orientation and diversity management. 5.2. Describe how to plan and implement an effective training programme. 5.3. Compare widely used training methods. 5.4. Evaluate the success of a training programme.
6. Be able to analyse the theory and practice related to the full range of Human Resource Management functions (learning, rewards motivate, retain and performance)	6.1. Analyse five criteria for measuring the effectiveness of a performance management system. 6.2. Assess legal and ethical issues to analyse employee's performance. 6.3. Analyse methods to promote positive employee relations in the organisations. 6.4. Analyse how organisations meet the challenges of the glass ceiling, succession planning, and dysfunctional managers. 6.5. Assess how organisations contribute to employees' job satisfaction and retain key employees. 6.6. Review how organisations use assessment of personality type, work behaviours, and job performance to plan employee development.

Supplementary Text and Reading:

Strategic human resource management, 2nd Edition Randall S. Schuler, Susan E. Jackson
Wiley-Blackwell, 2007

Strategic Human Resource Management: A General Managerial Approach, 2/E Charles R. Greer, Texas Christian University
Prentice Hall, 2001

Human Resource Management, 12/E Gary Dessler Prentice Hall

Framework for Human Resource Management, A, 6/E Gary Dessler Prentice Hall

UNIT SPECIFICATIONS

Unit Title

Research Methods for Managers

Level

7

Guided Learning Hours

40

Learning Time Hours

150

Credit Value

15

Unit aim

This unit deals with principles of research, including formulations of research questions, hypothesis and objectives. The unit will cover literature reviews, referencing, data collection using interviews and surveys, questionnaire design, statistically analysing using SPSS and developing statistical modules, qualitative data analysis inferences and conclusions from the analysed data. The analysis includes factor analysis, regression analysis, discriminates analysis and logistic regression using SPSS.

Learning outcomes and assessment criteria

In order to pass this unit, the evidence that the learner presents for assessment needs to demonstrate that they can meet all the learning outcomes for the unit. The assessment criteria determine the standard required to achieve the unit.

Learning Outcome	Assessment Criteria
1. A critical understanding of the different assumptions underlying research in the social sciences and the nature and status of research methodology.	1.1. Identify a research question. 1.2. Describe the process of social research. 1.3. Explain the criteria and limitation of research design. 1.4. Assess the criteria for reliability and validity for the measurement of research data. 1.5. Explain the features of good research design.
2. An overview of the different debates and issues underlying the research process and how this relates to the specific methods they may select to conduct a study	2.1. Identify the relationship between philosophy and methodology within research texts. 2.2. Explicate the qualitative-quantitative debate of social science research. 2.3. Explore the nature of pluralism in research methodology. 2.4. Describe the qualitative approach to research design. 2.5. Describe the quantitative approach to research design. 2.6. Apply a suitable approach to design research proposal.
3. Critically review the collection, presentation and analysis of data to complete research project.	3.1. Perform literature review. 3.2. Create a sample of data from the findings. 3.3. Apply the suitable methods and statistical techniques to analyse data. 3.4. Present data and information from findings in a suitable format to produce results. 3.5. Draw conclusions and recommendations from research findings
4. Appreciate the quality issues associated with data handling	4.1. Explain the ethical issues of data handling. 4.2. Present guidelines for handling missing data while conducting research. 4.3. Critically review the importance of referencing system while recording data. 4.4. Investigate challenges and responses of handling social science data.

Supplementary Text and Reading:

Bryman, A. (2008), *Social Research Methods*, (3rd ed), Oxford University Press.

Bryman, A. and Bell, E. (2007), *Business Research Methods*, (2nd ed) Oxford University Press.

Easterby-Smith, M., Thorpe, R. and Jackson, P. R. (2008), *Management Research*, (3rd ed), Sage Publications.
 Fisher, C. (2004) *Researching and Writing a Dissertation for Business Students*, FT Prentice Hall
 Saunders, M.N.K., Lewis, P and Thornhill, A. (2007), *Research Methods for Business Students*, (4th edit), FT Prentice Hall.

UNIT SPECIFICATIONS

Unit Title

Entrepreneurship and Business Development

Level

7

Guided Learning Hours

40

Learning Time Hours

150

Credit Value

15

Unit aim

This unit aims to provide learners with an understanding of the theory and practice of entrepreneurship in a range of organisational context. It also encourages learners to develop a critical appreciation of current academic debates on entrepreneurship and other closely related concepts.

Learning outcomes and assessment criteria

In order to pass this unit, the evidence that the learner presents for assessment needs to demonstrate that they can meet all the learning outcomes for the unit. The assessment criteria determine the standard required to achieve the unit.

Learning Outcome	Assessment Criteria
1. Be able to identify the characteristics of the entrepreneur in relation to the organisational success and failure.	1.1. Analyse the main factors that determine the extent of entrepreneurship, and the nature of the process and its impact on enterprise development. 1.2. Assess the importance of an entrepreneurial orientation towards business success and failure in an organisation 1.3. Identify the personality attributes, characteristics and motivation of small firm owners and managers
2. Be able to identify skills required to generate new business ideas	2.1. Describe a systematic means for examining skills in order to generate new business ideas. 2.2. Identify how to use gap analysis to examine potential business ideas 2.3. Identify the elements of opportunity analysis. 2.4. Identify how to choose a business.
3. Be able to perform an external analysis of new business plan to gain competitive advantage	3.1. Create a profile of the target customers for a new business. 3.2. Assess how to construct competitive maps. 3.3. Differentiate between those elements of the business which provide a competitive advantage and those that do not. 3.4. Apply a resource-based analysis approach to gain a true competitive advantage.
4. Be able to understand the importance of financial statements and accounting techniques for enterprise development and business planning	4.1. Assess the fundamental importance of cash flow analysis. 4.2. Prepare a cash flow statement and a budget. 4.3. Conduct the sales forecasting approach for new business planning. 4.4. Analyse key financial issues that are involved at start-up of business. 4.5. Identify the basics of funding a business.
5. Be able to understand legal obligations and the importance of rules and regulation of new business	5.1. Identify the various legal forms of business in order to determine the best design for a proposed new business. 5.2. Identify how laws, rules, and regulations benefit new businesses. 5.3. Evaluate the importance of copyrights/trademarks/patents to small business. 5.4. Assess the importance of insurance in the risk portfolio of the new business.

Supplementary Text and Reading:

Strategic Entrepreneurship, 5/E Philip A. Wickham, Teesside Business School Prentice Hall, 2011

Essentials of Entrepreneurship and Small Business Management, 6/E Norman M. Scarborough Prentice Hall, 2011

Entrepreneurship: Successfully Launching New Ventures, 3/E Bruce R. Barringer, Duane Ireland Prentice Hall, 2010

Entrepreneurship, 10/E Steve Mariotti, Network for Teaching Entrepreneurship Prentice Hall, 2008
 Entrepreneurship: Starting and Operating a Small Business w/ BizBuilder CD & Business Plan Pro Pkg. Steve Mariotti, Network for Teaching Entrepreneurship Prentice Hall, 2007
 Small Business Entrepreneurship: An Ethics and Human Relations Perspective Lavern S. Urlacher, Huron University Prentice Hall, 1999
 Cases in Entrepreneurship and Small Business Management, 8/E Kirk C. Heriot, Mercer University Prentice Hall, 2006

UNIT SPECIFICATIONS

Unit Title

Business and Sustainability

Level

7

Guided Learning Hours

40

Learning Time Hours

150

Credit Value

15

Unit aim

The aim of this course is to provide students with an understanding of the principles and applications of international economics, so that students will be prepared to face the future complexities of the world economy. It aims to establish a critical awareness of the integration of theory, data, and analysis in relation to international economics.

Learning outcomes and assessment criteria

In order to pass this unit, the evidence that the learner presents for assessment needs to demonstrate that they can meet all the learning outcomes for the unit. The assessment criteria determine the standard required to achieve the unit.

Learning Outcome	Assessment Criteria
1. Be able to explain the scale of the environmental and social improvement demand of business to deliver more sustainable business	1.1. Analyse five capital model of sustainability. 1.2. Critically evaluate business approaches to climate change. 1.3. Analyse how global environmentalism push sustainability on global scale.
2. Be able to identify the strategic importance of life cycle assessment for business sustainability.	2.1. Evaluate different ways to formulate business strategy. 2.2. Analyse society, technology and resources to map opportunities for business sustainability. 2.3. Explain the use of sustainability life cycle assessment (SLCA) to assess the sustainability of products and to prepare the inventory.
3. Be able to evaluate the potential contribution of key elements of environmental management systems to sustainable development.	3.1. Evaluate how environmental management systems improve the organisation's performance. 3.2. Evaluate the process of development, planning and implementation of an EMS model for the organisation. 3.3. Discuss the use of ISO standards for management, auditing, labelling and life cycle assessment of the organisation.
4. Be able to analyse the role of leadership for business sustainability.	4.1. Identify leadership qualities for business sustainability. 4.2. Critically analyse the role of leadership in sustainable business development.

Supplementary Text and Reading:

Blackburn, W.R. (2007) The Sustainability Handbook, Earthscan, London
 Hillary, R. (Ed) (2000) SMEs and the Environment: Business Imperatives, Greenleaf Publishing, Sheffield
 Hawken, P. Lovins, A.B. and Lovins, L.H. (1999) Natural Capitalism: The Next Industrial Revolution, Earthscan Publications, London
 Weiszacher, E.U., Hargroves, K., Smith, M.H, Desha, C. And Stasinopoulos, P. (2009) Factor Five: Transforming the Global Economy through 80% Improvements in Resource Productivity, Earthscan, London

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